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ABSTRACT

In 1985 the Arizona Legislature established a 5-year pilot-test program for teachers, under the direction of the Joint Legislative Committee on Career Ladders. Its purpose was to implement and evaluate a process of rewarding teachers based on their actual performance levels, rather than solely on years of experience and/or accumulated college credits. As part of the systematic evaluation process, a random sample of teachers in the 14 participating school districts were asked to complete a questionnaire entitled the "Perception Assessment Scale" (PAS) survey. The survey consisted of three types of questions: (1) demographic items; (2) Likert-scaled attitudinal items; and (3) open-ended questions seeking feedback on the Career Ladder program. This document presents the 1989 and 1990 PAS quantitative average responses in a comparative side-by-side columnar format. The 14 tables containing these averages are broken down by district as well as by demographic variables. The introductory pages of the document explain how to read and interpret the quantitative information in each of the tables and how to compare areas of relative increase and/or decrease in perceived attitude by time (1989-1990), as well as by district, sub-section, and demographic variable. Thus, changes in attitudes may be identified and potential explanatory factors isolated. (LL)

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ED334148

FINAL QUANTITATIVE ASSESSMENT

OF THE ARIZONA CAREER LADDER PILOT-TEST PROJECT

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Results of the

Perception Assessment Scale

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District Responses Reported by Survey Items, Sub-Sections & Demographics

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SP 032 965

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The State Career Ladder Advisory Committee
Arizona Department of Education
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EXECUTIVE SUMMARY:

FINAL QUANTITATIVE ASSESSMENT OF THE

ARIZONA CAREER LADDER PILOT-TEST PROJECT

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Results of the *Perception Assessment Scale*

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District Responses Reported by Survey Items,

Sub-Sections & Demographics

Overview

In 1985, the Arizona Legislature established a five-year pilot test program for teachers, under the direction of the Joint Legislative Committee on Career Ladders (JLCCL). Its purpose was to implement & evaluate a process of rewarding teachers based on their actual performance levels, rather than solely on years of experience and/or accumulated college credits. Fifteen school districts met the criteria for eligibility; fourteen of these remained in the CL pilot at its conclusion in 1990.

Research & Evaluation Methodology

Evaluation of the programs in participating CL districts was conducted by the Center for Excellence in Education at Northern Arizona University, in cooperation with researchers from the other two state universities. As part of the systematic evaluation process, a random sample of CL program participants was asked to complete a questionnaire entitled the *Perception Assessment Scale* (PAS) survey every year. This survey was jointly designed by researchers from the three state universities and consisted of three types of questions: (1) fourteen demographic items (e.g., position held in district; years of experience; highest degree earned to date); (2) a series of Likert-scaled attitudinal items assessing perceived CL impact on staff development, teacher evaluation & peer evaluation systems, general and CL placement concepts, and organizational climate & communications; and (3) a series of open-ended questions soliciting respondent feedback on perceived strengths, insufficiencies & recommendations for improvement in the CL program on a general, district & school basis. The PAS has also been completed by random samples of non-CL teachers and administrators. Responses have been compiled and reported back to the Legislature, participating districts, and other interested parties. Other multimethod evaluation research techniques have included focus group interview and qualitative matrix compilation procedures. (A complete bibliography of documents that contain formative & summative evaluation findings, conclusions & recommendations may be obtained from the authors upon request.)

Organization of the Quantitative Assessment Report

The complete document upon which this Executive Summary is based presents the 1989 & 1990 PAS quantitative average responses in a convenient, comparative side-by-side columnar format. The series of tables which contains these averages is broken down by district as well as by each demographic variable contained in Section I of the PAS. Pages 1 through 4 of the original document illustrate how to read & interpret the quantitative information in each of the tables. Closer scrutiny of these figures enables readers to compare, at a glance, areas of relative increase and/or decrease in perceived attitude, by time (1989 to 1990), as well as per district, sub-section, and demographic variable. Thus, changes in attitudes may be identified and potential explanatory factors isolated.

Introduction

The purpose of this report is to present the average responses to the Perception Assessment Scale (PAS) survey for the past two years of the study, 1988 & 1989. These average responses are broken down by item, survey sub-section and each individual demographic question on page one of the PAS survey. The respective averages for the two years are presented in a side-by-side columnar format for convenience of comparison.

Per-Phase Overall Averages

Table 1A, Sections 1 & 2 (Pages 5-8) displays the per-item & sub-section averages for each of the Phase I districts. The items are presented in the same order as that in which they originally appeared on the PAS. There are two columns shown under each Phase I district, corresponding to the averages for the years 1989 & 1988, respectively.

In interpreting the meaning of these averages, it is helpful to keep the following coding scheme in mind:

1: strongly disagree;

2: moderately disagree;

3: moderately agree;

4: strongly agree

Thus, the "higher" the average response, the closer it is to "agreement" with the individual item (or set of items) to which it refers.

For example, the 1989 average response to Item GEN14 ("Attracts High Quality People") for the Amphitheater district was 3.136. Its 1988 average response to this item (listed directly across & to the immediate right) was 3.354. Responses for the remaining six Phase I districts are located & interpreted similarly.

Averages are also shown for each sub-section of the PAS. Finally, a "grand average" (across all individual items of the PAS) is computed & displayed for 1989 & 1988.

Specifically, the sub-sections are as follows:

GEN Total Averages (general concepts)
STF Total Averages (staff development concepts)
TEV Total Averages (teacher evaluation system concepts)
PEV Total Averages (peer evaluation concepts IF APPLICABLE to a particular district)
CLP Total Averages (career ladder placement concepts)
CLIM Total Averages (climate concepts)
Total Across ALL PAS Items ("grand average")

The sub-section averages for Amphitheater for 1989 are as follows (please see Table 1A, Section 1):

GEN:	3.181
STF:	3.324
TEV:	3.161
PEV:	2.702
CLP:	3.034
CLIM:	3.253
TOTAL:	3.101

The 1988 averages for the above sub-sections appear in the immediate right-hand column for Amphitheater. The 1989 & 1988 averages for the remaining Phase I districts are located & interpreted similarly.

Phase II averages by district appear in Table 1B, Pages 9-10. Phase III per-district averages can be found in Table 1C, Pages 11-14.

Overall Averages by Key Demographic Variables

As mentioned earlier, these averages have been broken down by all available demographic information from Page One of the PAS. Specifically, these are shown by the following key variables:

a) School Level of Employment (Table 2, Pages 15-18);

b) Position in District (Table 3, Pages 19-22);

c) Gender (Table 4, Pages 23-24);

d) Ethnicity (Table 5, Pages 25-28);

e) Highest Degree Earned to Date (Table 6, Pages 29-32);

f) Hours of Inservice Received to Date (Table 7, Pages 33-36);

g) Total Years in the Teaching Profession (Table 8, Pages 37-40);

h) Career Ladder Placement (Table 9, Pages 41-42);

i) Intention to Apply for CLP (Table 10, Pages 43-44);

j) Number of Formal & Informal Observations Received (Table 11, Pages 45-48);

k) Evaluator (Table 12, Pages 49-52);

l) Number of Years as an Administrator (Table 13, Pages 53-56);

m) Number of Teachers Assigned to Administrators for Evaluation (Table 14, Pages 57-60).

Pooled Phase I Averages by Key Demographic Variables

Tables 2 through 14 (Pages 61-106) contain the per-item, PAS sub-scale & overall "grand" averages, broken down by the above key demographic variables. For example, Table 2 (Pages 61-64) shows that the average 1989 response to GEN14 ("Attracts High Quality People") was 2.774 averaged across all seven (7) Phase I districts. The remaining tables show this breakdown for the remaining demographics (e.g., from "position in district," in Table 3, Pages 65-68, through "number of teachers assigned to administrators for evaluation," Table 14, Pages 103-106).

Pooled Phase II Averages by Key Demographic Variables

Tables 2 through 14 (Pages 107-152) display this information for the Phase II districts. For instance, Table 2 (Pages 107-110) indicates that the average 1989 response to GEN14, averaged across the three (3) Phase II districts, was 2.486.

Pooled Phase III Averages by Key Demographic Variables

Finally, Tables 2 through 14 (Pages 153-198) contain the same breakdowns of response averages by key demographic variables (please see (a) through (m), pg. 3) across the Phase III districts. As shown in Table 2 (Pages 153-156), the 1989 average response to GEN14 (as averaged across the five (5) Phase III districts) was 2.654. Averages for the remaining demographic variables ("position in district," in Table 3, Pages 157-160, through "number of teachers assigned to administrators for evaluation," in Table 14, Pages 195-198) are located & interpreted similarly.

Table 1A (Section 1)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Amphitheater		Apache Junction		Cave Creek		Flowing Wells	
		1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:									
GEN14	Attracts High Quality People	3.136	3.354	2.598	2.810	2.935	2.840	2.836	2.505
GEN15	Retain Most Competent Teachers	3.091	3.219	2.290	2.671	2.871	2.871	2.619	2.383
GEN16	Will Improve Instruction	3.449	3.556	2.824	3.013	2.968	2.969	3.242	3.000
GEN17	Student Progress Improved	3.219	3.232	2.696	2.840	2.806	2.903	3.056	2.776
GEN18	Encourage Teacher Cooperation	3.022	3.150	2.142	2.277	2.300	2.375	3.173	2.700
GEN19	Improve Teacher Morale	2.674	2.911	1.780	1.987	2.207	2.344	2.540	2.162
GEN20	Improve Perceived Professional Status	3.124	3.400	2.375	2.647	2.833	2.767	2.912	2.589
GEN21	Money Rewards Available	3.705	3.720	2.707	3.031	3.500	3.469	3.602	2.857
GEN22	Intrinsic Rewards Available	3.076	3.325	2.353	2.513	2.633	3.031	2.587	2.273
GEN23	Goals Clearly Communicated	3.303	3.280	2.920	3.019	2.300	2.548	3.386	3.010
GEN Total Averages		3.181	3.312	2.474	2.680	2.754	2.814	2.997	2.631
Staff Development Training Concepts:									
STF24	Received Adequate Inservice	3.417	3.570	3.247	3.280	2.321	2.533	3.544	3.237
STF25	Administrators Well Trained	3.210	3.228	3.029	3.240	2.400	2.300	3.463	3.170
STF26	Peer Evaluators Well Trained	3.547	3.765	2.729	2.929	2.333	2.300	3.585	3.398
STF27	Adequate Teacher Skills Resources	3.199	3.354	2.787	2.845	1.857	2.042	3.595	3.340
STF Total Averages		3.324	3.467	3.005	3.081	2.164	2.289	3.549	3.280
Teacher Evaluation System Concepts:									
TEV28	Performance Levels Clearly Defined	3.203	3.400	2.825	3.019	2.867	2.281	3.130	2.887
TEV29	Administrators Fairly Evaluate	3.312	3.336	2.762	3.057	2.967	2.839	3.370	3.129
TEV30	Consistent Evaluation Procedures	2.990	3.377	2.494	2.739	2.172	2.438	3.129	2.979
TEV31	Evaluation Time Sufficient	3.236	3.544	2.856	3.217	2.862	2.548	3.287	3.188
TEV32	Time Worth Benefits Gained	3.327	3.474	2.395	2.631	2.967	3.000	3.099	2.621
TEV33	Right Achievement Emphasis	3.204	3.054	2.500	2.681	2.667	3.000	3.068	2.637
TEV34	Student Outcomes Reflect Performance	2.909	2.813	2.376	2.364	2.467	2.414	2.690	2.380
TEV Total Averages		3.161	3.270	2.613	2.820	2.717	2.642	3.093	2.803
Peer Evaluation Concepts:									
PEV35	Chosen for Top Qualifications	2.966	3.295	2.258	2.528	-	2.500	2.974	2.663
PEV36	Well-Trained Evaluators	3.488	3.812	2.452	2.683	-	-	3.331	3.274
PEV37	Teachers Have Enough Selection Input	2.065	2.495	1.750	2.000	-	-	2.539	2.337
PEV38	Peer Evaluation Used Formatively	1.920	1.894	2.441	2.891	-	-	2.868	3.022
PEV39	Peer Evaluation Used Summatively	2.495	2.554	1.885	1.679	-	-	2.358	2.225
PEV40	Staff Cooperation Encouraged	2.928	3.189	2.059	2.405	-	3.000	3.146	2.926
PEV Total Averages		2.702	2.961	2.241	2.472	-	2.556	2.890	2.735

Table 1A (Cont'd. - Section 1 - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Amphitheater		Apache Junction		Cave Creek		Flowing Wells	
		1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:									
CLP41	Fair Appeal Process	2.955	3.067	2.779	2.909	2.304	2.421	2.615	2.203
CLP42	Advancement Criteria Understood	3.317	3.330	2.911	3.063	2.517	2.367	3.360	3.095
CLP43	Can Stay at Same Level	3.187	3.212	2.462	2.490	2.607	2.714	3.068	2.978
CLP44	Challenging CLP Criteria	3.000	3.067	2.355	2.605	2.464	2.379	2.669	2.667
CLP45	Evaluation Material Standards	3.095	3.174	2.762	2.641	2.080	2.300	3.261	2.789
CLP46	Adequate Materials Assistance	3.074	3.255	2.653	2.732	1.833	2.033	3.259	2.912
CLP47	Outside Advancement Opportunities	3.392	3.422	2.653	2.922	2.633	2.167	3.333	3.011
CLP48	Teachers Involved in CLP Development	3.045	3.318	2.125	2.255	2.923	2.875	3.150	2.758
CLP49	Net Positive Benefits of Top Responsblts.	2.921	3.123	2.410	2.542	2.520	2.444	2.992	2.758
CLP50	Clear Personnel Criteria	2.791	2.924	2.405	2.239	1.560	2.071	3.000	2.568
CLP51	Top Responsibilities Appropriate	2.995	3.075	2.671	2.814	2.571	2.407	3.223	2.988
CLP52	Enough Trained Personnel	2.956	3.027	2.686	2.821	2.069	2.161	3.297	3.097
CLP53	Teacher Input on Revisions	3.039	3.140	2.159	2.412	2.552	2.281	2.992	2.736
	CLP Total Averages	3.024	3.138	2.537	2.634	2.364	2.355	3.076	2.779
Organizational Climate Survey:									
CLIM54	Feel I Belong	3.403	3.486	2.971	3.181	3.097	3.067	3.385	3.133
CLIM55	Feel Successful in Job	3.545	3.697	3.289	3.404	3.516	3.267	3.554	3.354
CLIM56	Feel Rewarded in Job	3.316	3.442	2.520	2.767	3.065	3.065	3.149	2.717
CLIM57	Work Has Clear Purpose	3.670	3.670	3.283	3.440	3.367	3.387	3.525	3.444
CLIM58	Get Progress Feedback	3.183	3.275	2.599	2.891	2.613	2.700	3.250	3.031
CLIM59	Cooperative Work Environment	3.409	3.528	3.029	3.162	3.129	3.000	3.458	3.357
CLIM60	Good Leadership Models	3.311	3.393	2.954	3.138	2.935	2.733	3.431	3.283
CLIM61	Free of Stress Environment	2.418	2.472	1.902	2.075	2.065	2.500	2.083	1.949
CLIM62	Job Function Important	3.500	3.505	3.213	3.379	3.194	2.903	3.366	3.263
CLIM63	Secure in Job Status	3.427	3.596	3.064	3.137	3.194	3.387	3.418	3.232
CLIM64	Goals Clearly Communicated	3.121	3.168	2.738	2.919	2.464	2.733	3.303	3.040
CLIM65	Strong Social Network	2.990	3.118	2.743	2.753	2.633	2.700	3.089	2.750
CLIM66	Communication Level Feels Good	3.015	3.107	2.598	2.836	2.448	2.433	3.163	2.851
	CLIM Total Averages	3.253	3.343	2.836	3.006	2.909	2.917	3.246	3.031
	Total Across All PAS Items	3.101	3.236	2.690	2.817	2.582	2.609	3.147	2.863

Table 1A (Section 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Kyrene		Peoria		Sunnyside	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.796	2.697	2.685	2.690	2.530	2.538
GEN15	Retain Most Competent Teachers	2.694	2.624	2.502	2.586	2.347	2.360
GEN16	Will Improve Instruction	2.906	2.873	2.922	3.005	2.575	2.620
GEN17	Student Progress Improved	2.722	2.718	2.788	2.805	2.501	2.563
GEN18	Encourage Teacher Cooperation	2.773	2.443	2.580	2.557	2.589	2.637
GEN19	Improve Teacher Morale	2.488	2.359	2.492	2.368	2.093	2.089
GEN20	Improve Perceived Professional Status	2.764	2.804	2.738	2.760	2.542	2.608
GEN21	Money Rewards Available	2.694	2.550	3.658	3.426	3.218	3.087
GEN22	Intrinsic Rewards Available	2.623	2.503	2.630	2.574	2.324	2.376
GEN23	Goals Clearly Communicated	2.824	2.804	3.216	3.108	3.048	2.875
GEN Total Averages		2.726	2.635	2.822	2.790	2.578	2.578
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	2.797	2.815	3.197	3.082	2.915	2.891
STF25	Administrators Well Trained	3.197	3.202	3.154	3.090	2.682	2.681
STF26	Peer Evaluators Well Trained	2.921	3.000	2.985	3.054	2.487	2.382
STF27	Adequate Teacher Skills Resources	2.950	2.893	3.211	3.125	2.917	2.788
STF Total Averages		2.955	2.940	3.148	3.086	2.803	2.764
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	3.101	3.123	3.267	3.210	2.849	2.823
TEV29	Administrators Fairly Evaluate	3.027	3.127	3.195	3.240	2.803	2.685
TEV30	Consistent Evaluation Procedures	2.626	2.774	2.796	2.713	2.315	2.293
TEV31	Evaluation Time Sufficient	2.834	2.867	2.886	3.022	2.615	2.640
TEV32	Time Worth Benefits Gained	2.712	2.729	3.057	2.920	2.598	2.680
TEV33	Right Achievement Emphasis	2.864	2.884	3.162	2.954	2.696	2.704
TEV34	Student Outcomes Reflect Performance	2.430	2.535	2.703	2.605	2.434	2.475
TEV Total Averages		2.794	2.852	2.985	2.932	2.599	2.606
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.420	2.658	2.833	2.471	2.267	2.316
PEV36	Well-Trained Evaluators	2.662	2.945	3.130	3.250	2.538	2.660
PEV37	Teachers Have Enough Selection Input	2.392	2.294	2.350	2.267	2.310	2.231
PEV38	Peer Evaluation Used Formatively	2.743	2.680	3.129	3.188	2.605	2.735
PEV39	Peer Evaluation Used Summatively	2.227	2.290	2.000	2.200	2.417	2.275
PEV40	Staff Cooperation Encouraged	2.744	2.723	2.786	2.625	2.580	2.407
PEV Total Averages		2.566	2.590	2.924	2.841	2.367	2.357

Table 1A (Cont'd. - Section 2 - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Kyrene		Peoria		Sunnyside	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.786	2.767	3.301	3.305	2.648	2.821
CLP42	Advancement Criteria Understood	2.886	2.795	3.311	3.121	3.026	2.940
CLP43	Can Stay at Same Level	2.533	2.621	3.355	3.274	3.091	3.077
CLP44	Challenging CLP Criteria	2.644	2.753	2.620	2.486	2.376	2.389
CLP45	Evaluation Material Standards	2.744	2.778	3.219	2.951	2.845	2.718
CLP46	Adequate Materials Assistance	2.565	2.547	3.098	2.924	2.741	2.668
CLP47	Outside Advancement Opportunities	2.809	2.871	3.232	3.073	2.735	2.812
CLP48	Teachers Involved in CLP Development	2.835	2.775	3.270	3.278	2.620	2.608
CLP49	Net Positive Benefits of Top Responsblts.	2.695	2.682	2.757	2.759	2.465	2.454
CLP50	Clear Personnel Criteria	2.561	2.537	2.623	2.384	2.461	2.369
CLP51	Top Responsibilities Appropriate	2.892	3.028	2.944	2.961	2.785	2.868
CLP52	Enough Trained Personnel	2.894	2.993	3.193	3.075	2.835	2.712
CLP53	Teacher Input on Revisions	2.770	2.743	3.059	3.150	2.653	2.624
	CLP Total Averages	2.733	2.735	3.061	2.995	2.699	2.690
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.193	3.236	3.375	3.444	3.180	3.010
CLIM55	Feel Successful in Job	3.366	3.414	3.622	3.651	3.431	3.322
CLIM56	Feel Rewarded in Job	2.716	2.713	3.186	3.187	2.850	2.701
CLIM57	Work Has Clear Purpose	3.443	3.532	3.594	3.628	3.481	3.390
CLIM58	Get Progress Feedback	2.879	2.869	2.972	3.012	2.728	2.630
CLIM59	Cooperative Work Environment	3.305	3.312	3.401	3.459	3.033	3.117
CLIM60	Good Leadership Models	3.279	3.204	3.305	3.292	2.884	2.963
CLIM61	Free of Stress Environment	2.153	2.238	2.489	2.413	2.023	2.048
CLIM62	Job Function Important	3.339	3.451	3.506	3.544	3.332	3.328
CLIM63	Secure in Job Status	3.249	3.381	3.549	3.547	3.214	3.178
CLIM64	Goals Clearly Communicated	3.081	3.120	3.189	3.209	2.904	2.841
CLIM65	Strong Social Network	2.886	2.991	3.071	3.093	2.683	2.740
CLIM66	Communication Level Feels Good	2.893	2.959	3.056	3.083	2.596	2.680
	CLIM Total Averages	3.054	3.103	3.254	3.273	2.950	2.913
	Total Across All PAS Items	2.841	2.833	3.051	3.006	2.707	2.699

Table 1B

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Catalina Foothills		Mesa		Window Rock	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.945	2.723	2.397	2.348	2.492	3.150
GEN15	Retain Most Competent Teachers	2.784	2.681	2.283	2.206	2.422	2.875
GEN16	Will Improve Instruction	2.973	2.830	2.455	2.379	2.672	3.200
GEN17	Student Progress Improved	2.795	2.523	2.394	2.316	2.587	3.120
GEN18	Encourage Teacher Cooperation	2.250	2.200	2.255	2.112	2.121	2.583
GEN19	Improve Teacher Morale	2.282	2.067	2.164	2.029	2.063	2.280
GEN20	Improve Perceived Professional Status	3.086	2.917	2.405	2.521	2.452	2.875
GEN21	Money Rewards Available	3.093	2.936	3.310	3.159	3.108	3.440
GEN22	Intrinsic Rewards Available	2.649	2.404	2.327	2.339	2.435	3.440
GEN23	Goals Clearly Communicated	2.889	2.553	2.864	2.575	2.698	3.080
GEN Total Averages		2.760	2.617	2.491	2.413	2.471	2.996
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	2.986	2.696	2.907	2.584	2.645	3.174
STF25	Administrators Well Trained	3.030	3.063	2.677	2.378	2.311	2.917
STF26	Peer Evaluators Well Trained	1.944	2.200	2.684	2.519	2.639	3.125
STF27	Adequate Teacher Skills Resources	3.357	3.174	2.961	2.735	2.262	2.792
STF Total Averages		3.052	2.961	2.800	2.547	2.455	2.983
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	3.056	3.109	2.786	2.567	2.921	3.292
TEV29	Administrators Fairly Evaluate	3.029	3.043	2.856	2.867	2.632	2.560
TEV30	Consistent Evaluation Procedures	2.559	2.630	2.495	2.336	2.305	2.520
TEV31	Evaluation Time Sufficient	3.000	2.915	2.547	2.571	2.683	2.880
TEV32	Time Worth Benefits Gained	2.672	2.370	2.514	2.448	2.532	2.960
TEV33	Right Achievement Emphasis	3.032	2.721	2.820	2.742	2.614	3.136
TEV34	Student Outcomes Reflect Performance	2.746	2.325	2.281	2.288	2.429	3.250
TEV Total Averages		2.831	2.731	2.528	2.498	2.484	2.892
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.000	3.000	2.264	2.286	2.274	2.680
PEV36	Well-Trained Evaluators	2.000	3.000	2.744	2.670	2.733	2.960
PEV37	Teachers Have Enough Selection Input	2.000	3.000	2.060	2.239	2.100	2.542
PEV38	Peer Evaluation Used Formatively	2.000	3.000	2.240	2.053	1.947	2.640
PEV39	Peer Evaluation Used Summatively	1.500	3.000	2.638	2.837	2.678	2.875
PEV40	Staff Cooperation Encouraged	2.000	3.000	2.142	2.155	1.934	2.542
PEV Total Averages		2.056	3.000	2.321	2.371	2.255	2.711

Table 1B (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Catalina Foothills		Mesa		Window Rock	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.714	2.775	2.743	2.408	2.667	2.875
CLP42	Advancement Criteria Understood	2.958	2.574	2.880	2.443	2.623	2.880
CLP43	Can Stay at Same Level	2.419	2.381	3.044	2.860	2.860	3.080
CLP44	Challenging CLP Criteria	2.942	2.814	2.274	2.358	2.397	3.000
CLP45	Evaluation Material Standards	2.848	2.659	2.851	2.395	2.789	2.792
CLP46	Adequate Materials Assistance	2.815	2.222	3.029	2.632	2.617	2.880
CLP47	Outside Advancement Opportunities	3.478	3.174	2.985	2.886	2.452	3.120
CLP48	Teachers Involved in CLP Development	3.118	3.020	2.728	2.631	2.180	2.840
CLP49	Net Positive Benefits of Top Responsblts.	2.981	2.667	2.490	2.551	2.362	2.750
CLP50	Clear Personnel Criteria	2.359	2.314	2.280	2.103	2.038	2.381
CLP51	Top Responsibilities Appropriate	3.186	2.881	2.708	2.727	2.484	2.958
CLP52	Enough Trained Personnel	3.167	2.702	2.775	2.555	2.379	2.680
CLP53	Teacher Input on Revisions	3.143	2.813	2.655	2.478	2.333	2.833
	CLP Total Averages	2.943	2.712	2.682	2.530	2.428	2.852
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.260	3.271	3.132	3.151	2.603	3.040
CLIM55	Feel Successful in Job	3.410	3.438	3.551	3.523	3.149	3.520
CLIM56	Feel Rewarded in Job	2.923	2.872	2.845	2.860	2.691	3.240
CLIM57	Work Has Clear Purpose	3.679	3.583	3.568	3.555	3.409	3.760
CLIM58	Get Progress Feedback	2.846	2.787	2.785	2.795	2.197	3.160
CLIM59	Cooperative Work Environment	3.377	3.396	3.229	3.335	2.515	2.960
CLIM60	Good Leadership Models	3.338	3.217	3.046	3.147	2.224	2.840
CLIM61	Free of Stress Environment	1.766	1.660	2.357	2.466	1.851	2.200
CLIM62	Job Function Important	3.584	3.383	3.456	3.443	3.269	3.280
CLIM63	Secure in Job Status	3.064	3.234	3.396	3.452	3.191	3.480
CLIM64	Goals Clearly Communicated	3.167	3.022	3.039	3.074	2.090	2.958
CLIM65	Strong Social Network	2.893	2.696	2.817	2.940	2.045	2.720
CLIM66	Communication Level Feels Good	2.756	2.894	2.850	2.928	2.000	2.500
	CLIM Total Averages	3.078	3.047	3.071	3.1247	2.545	3.055
	Total Across All PAS Items	2.909	2.811	2.673	2.595	2.432	2.915

Table 1C

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Creighton		Dysart		Ganado		Litchfield Park		Fountain Hills	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.420	1.916	2.888	-	2.477	-	2.625	2.188	2.892	2.219
GEN15	Retain Most Competent Teachers	2.188	1.733	2.738	-	2.256	-	2.500	2.143	2.769	2.061
GEN16	Will Improve Instruction	2.437	1.890	3.038	-	2.800	-	2.375	2.163	2.844	2.167
GEN17	Student Progress Improved	2.280	1.760	2.961	-	2.659	-	2.353	2.143	2.667	2.147
GEN18	Encourage Teacher Cooperation	2.204	1.810	2.416	-	2.310	-	2.000	2.000	2.667	2.257
GEN19	Improve Teacher Morale	1.830	1.454	2.237	-	2.163	-	1.706	1.660	2.462	1.486
GEN20	Improve Perceived Professional Status	2.388	1.980	2.767	-	2.641	-	2.857	2.341	2.836	2.529
GEN21	Money Rewards Available	3.102	2.184	3.568	-	3.023	-	3.556	3.059	3.354	3.027
GEN22	Intrinsic Rewards Available	2.167	1.703	2.797	-	2.575	-	2.688	2.188	2.710	1.865
GEN23	Goals Clearly Communicated	2.638	2.261	2.545	-	2.844	-	2.444	2.333	2.923	1.778
GEN Total Averages		2.393	1.877	2.798	-	2.568	-	2.507	2.264	2.808	2.132
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.733	2.094	2.623	-	2.977	-	2.765	2.360	2.968	2.063
STF25	Administrators Well Trained	2.795	2.240	3.113	-	2.341	-	1.938	2.295	3.148	1.938
STF26	Peer Evaluators Well Trained	2.818	1.842	3.113	-	3.122	-	1.000	1.500	2.978	2.167
STF27	Adequate Teacher Skills Resources	2.622	1.859	2.212	-	2.833	-	1.765	1.432	3.032	2.379
STF Total Averages		2.707	2.042	2.695	-	2.791	-	2.139	2.046	2.997	2.162

Table 1C (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Creighton		Dysart		Ganado		Litchfield Park		Fountain Hills	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.956	2.318	2.603	-	2.841	-	2.500	2.688	3.113	2.364
TEV29	Administrators Fairly Evaluate	2.909	2.324	2.906	-	2.912	-	2.471	2.344	3.150	1.969
TEV30	Consistent Evaluation Procedures	2.791	1.948	2.422	-	2.976	-	2.000	2.000	2.800	2.000
TEV31	Evaluation Time Sufficient	2.500	1.783	2.639	-	2.750	-	2.765	2.512	3.063	2.389
TEV32	Time Worth Benefits Gained	2.200	1.393	2.803	-	2.359	-	2.444	2.089	2.633	1.625
TEV33	Right Achievement Emphasis	2.500	1.994	2.895	-	2.242	-	2.625	2.537	2.930	2.407
TEV34	Student Outcomes Reflect Performance	2.220	1.634	2.759	-	2.333	-	2.533	2.083	2.683	2.304
TEV Total Averages		2.533	1.927	2.726	-	2.579	-	2.463	2.361	2.871	2.122
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.286	1.567	2.175	-	2.659	-	-	1.500	2.656	-
PEV36	Well-Trained Evaluators	2.889	1.655	2.967	-	3.116	-	-	1.667	2.829	-
PEV37	Teachers Have Enough Selection Input	1.714	1.464	2.018	-	2.837	-	-	1.250	2.974	-
PEV38	Peer Evaluation Used Formatively	2.375	1.767	1.694	-	2.061	-	-	1.500	3.026	4.000
PEV39	Peer Evaluation Used Summatively	1.857	1.760	2.714	-	2.735	-	-	1.500	2.000	1.000
PEV40	Staff Cooperation Encouraged	2.571	1.395	2.324	-	2.535	-	-	1.667	2.925	4.000
PEV Total Averages		2.320	1.600	2.343	-	2.703	-	-	1.639	2.788	3.000

Table 1C (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Creighton		Dysart		Ganado		Litchfield Park		Fountain Hills	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.711	2.073	3.188	-	3.000	-	2.733	2.276	2.821	2.667
CLP42	Advancement Criteria Understood	2.844	2.118	2.682	-	3.000	-	2.353	2.245	2.900	1.800
CLP43	Can Stay at Same Level	3.122	2.216	2.797	-	2.794	-	2.625	2.154	3.143	2.500
CLP44	Challenging CLP Criteria	2.535	1.876	2.469	-	2.400	-	2.750	2.500	2.860	2.630
CLP45	Evaluation Material Standards	2.860	2.101	2.328	-	2.703	-	2.278	2.444	2.772	2.133
CLP46	Adequate Materials Assistance	2.714	1.847	2.279	-	2.762	-	2.056	2.000	2.915	1.879
CLP47	Outside Advancement Opportunities	3.000	2.136	2.947	-	2.667	-	2.765	2.725	2.983	2.310
CLP48	Teachers Involved in CLP Development	3.000	1.907	2.909	-	2.643	-	3.353	2.625	3.295	2.676
CLP49	Net Positive Benefits of Top Responsblts	2.525	1.727	2.397	-	2.378	-	2.417	2.231	2.782	2.233
CLP50	Clear Personnel Criteria	2.026	1.544	2.127	-	2.483	-	1.867	1.788	2.409	2.000
CLP51	Top Responsibilities Appropriate	2.795	2.145	2.717	-	2.794	-	2.786	2.649	2.964	2.545
CLP52	Enough Trained Personnel	2.956	1.869	2.569	-	2.452	-	2.063	1.674	2.667	1.727
CLP53	Teacher Input on Revisions	2.976	1.988	2.969	-	2.744	-	2.765	2.289	3.183	2.029
	CLP Total Averages	2 803	1.929	2.598	-	2.675	-	2.522	2.291	2.912	2.169
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.550	2.926	3.218	-	2.911	-	3.353	3.039	3.365	2.629
CLIM55	Feel Successful in Job	3.550	3.246	3.545	-	3.244	-	3.529	3.308	3.492	2.429
CLIM56	Feel Rewarded in Job	2.775	2.162	2.961	-	2.644	-	2.824	2.020	2.968	1.829
CLIM57	Work Has Clear Purpose	3.625	3.181	3.641	-	3.370	-	3.412	3.451	3.571	2.912

Table 1C (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY DISTRICT

Question		Creighton		Dysart		Ganado		Litchfield Park		Fountain Hills	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.750	2.335	2.853	-	2.578	-	2.000	2.400	3.000	2.057
CLIM59	Cooperative Work Environment	3.275	2.854	3.053	-	2.848	-	2.765	2.922	3.297	2.514
CLIM60	Good Leadership Models	2.925	2.642	2.877	-	2.674	-	2.588	2.620	3.297	2.200
CLIM61	Free of Stress Environment	1.875	1.678	2.197	-	2.222	-	1.471	1.654	2.333	1.088
CLIM62	Job Function Important	3.475	3.161	3.408	-	3.089	-	3.176	3.396	3.625	2.657
CLIM63	Secure in Job Status	3.667	3.153	3.436	-	3.295	-	3.353	3.226	2.953	2.286
CLIM64	Goals Clearly Communicated	2.875	2.373	2.727	-	2.891	-	2.118	2.547	3.016	1.800
CLIM65	Strong Social Network	2.925	2.493	2.494	-	2.674	-	2.529	2.346	2.968	2.147
CLIM66	Communication Level Feels Good	2.700	2.432	2.613	-	2.545	-	2.412	2.472	2.906	1.912
CLIM Total Averages		3.073	2.639	3.002	-	2.855	-	2.733	2.723	3.132	2.189
Total Averages Across ALL PAS Items		2.697	2.082	2.699	-	2.696	-	2.469	2.330	2.944	2.166

Table 2

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:									
GEN14	Attracts High Quality People	2.681	2.546	2.592	2.499	2.597	2.509	3.026	2.778
GEN15	Retain Most Competent Teachers	2.512	2.415	2.482	2.343	2.472	2.360	2.865	2.556
GEN16	Will Improve Instruction	2.796	2.634	2.803	2.661	2.745	2.720	3.079	2.923
GEN17	Student Progress Improved	2.690	2.511	2.643	2.529	2.610	2.578	2.944	2.654
GEN18	Encourage Teacher Cooperation	2.546	2.348	2.521	2.387	2.449	2.414	2.784	2.429
GEN19	Improve Teacher Morale	2.280	2.116	2.252	2.038	2.254	2.084	2.615	2.222
GEN20	Improve Perceived Professional Status	2.670	2.624	2.630	2.563	2.568	2.636	2.838	2.783
GEN21	Money Rewards Available	3.265	2.959	3.194	2.955	3.288	3.143	3.410	3.241
GEN22	Intrinsic Rewards Available	2.556	2.400	2.477	2.433	2.443	2.328	2.816	2.500
GEN23	Goals Clearly Communicated	2.980	2.745	2.914	2.637	2.975	2.900	3.432	3.036
GEN Total Averages		2.695	2.529	2.653	2.513	2.642	2.570	2.979	2.691
Staff Development Training Concepts:									
STF24	Received Adequate Inservice	3.030	2.792	2.934	2.711	2.992	2.922	3.314	3.357
STF25	Administrators Well Trained	2.952	2.814	2.980	2.697	2.830	2.689	3.111	3.185
STF26	Peer Evaluators Well Trained	2.977	2.771	3.024	2.656	2.978	3.058	3.143	3.250
STF27	Adequate Teacher Skills Resources	2.992	2.736	2.958	2.744	2.922	2.874	3.286	3.231
STF Total Averages		2.960	2.744	2.944	2.705	2.892	2.836	3.241	3.221

Table 2 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:									
TEV28	Performance Levels Clearly Defined	3.005	2.865	2.973	2.798	2.814	2.811	3.400	3.000
TEV29	Administrators Fairly Evaluate	2.963	2.901	3.046	2.941	2.935	2.810	3.000	3.080
TEV30	Consistent Evaluation Procedures	2.582	2.504	2.694	2.500	2.575	2.513	3.027	2.720
TEV31	Evaluation Time Sufficient	2.833	2.767	2.778	2.706	2.655	2.749	3.029	2.630
TEV32	Time Worth Benefits Gained	2.696	2.539	2.783	2.503	2.694	2.639	2.946	2.680
TEV33	Right Achievement Emphasis	2.883	2.734	2.890	2.709	2.742	2.681	3.059	2.421
TEV34	Student Outcomes Reflect Performance	2.538	2.385	2.479	2.372	2.354	2.359	2.767	2.263
TEV Total Averages		2.747	2.636	2.757	2.614	2.654	2.621	3.017	2.699
Peer Evaluation Concepts:									
PEV35	Chosen for Top Qualifications	2.609	2.600	2.538	2.460	2.434	2.458	2.842	2.636
PEV36	Well-Trained Evaluators	3.019	2.962	2.973	2.839	2.991	3.109	3.400	3.300
PEV37	Teachers Have Enough Selection Input	2.234	2.299	2.219	2.239	2.107	2.115	2.632	2.778
PEV38	Peer Evaluation Used Formatively	2.372	2.469	2.416	2.331	2.199	2.393	1.824	2.444
PEV39	Peer Evaluation Used Summatively	2.511	2.449	2.450	2.448	2.410	2.581	2.563	2.545
PEV40	Staff Cooperation Encouraged	2.584	2.499	2.628	2.468	2.436	2.524	2.882	3.000
PEV Total Averages		2.573	2.517	2.530	2.457	2.425	2.523	2.710	2.712

Table 2 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:									
CLP41	Fair Appeal Process	2.830	2.691	2.855	2.680	2.787	2.702	3.441	3.214
CLP42	Advancement Criteria Understood	3.009	2.715	2.961	2.690	3.029	2.832	3.361	3.107
CLP43	Can Stay at Same Level	2.969	2.813	2.915	2.744	2.917	2.905	3.353	3.385
CLP44	Challenging CLP Criteria	2.581	2.518	2.488	2.494	2.324	2.334	2.757	2.462
CLP45	Evaluation Material Standards	2.878	2.614	2.919	2.593	2.852	2.656	3.167	2.962
CLP46	Adequate Materials Assistance	2.868	2.574	2.858	2.539	2.796	2.754	3.250	3.000
CLP47	Outside Advancement Opportunities	3.008	2.829	2.932	2.853	2.857	2.889	3.474	3.308
CLP48	Teachers Involved in CLP Development	2.850	2.678	2.826	2.585	2.700	2.664	3.368	3.346
CLP49	Net Positive Benefits of Top Responsblts	2.624	2.527	2.676	2.537	2.537	2.517	3.121	2.905
CLP50	Clear Personnel Criteria	2.517	2.296	2.464	2.244	2.258	2.133	2.571	2.391
CLP51	Top Responsibilities Appropriate	2.895	2.838	2.795	2.869	2.646	2.658	3.194	2.955
CLP52	Enough Trained Personnel	2.923	2.682	2.860	2.633	2.699	2.649	3.200	2.962
CLP53	Teacher Input on Revisions	2.817	2.622	2.699	2.543	2.647	2.572	3.250	3.240
	CLP Total Averages	2.806	2.615	2.764	2.592	2.671	2.607	3.160	3.015
Organizational Climate Survey:									
CLIM54	Feel I Belong	3.274	3.196	3.080	3.007	3.114	3.136	3.229	3.158
CLIM55	Feel Successful in Job	3.516	3.417	3.402	3.393	3.469	3.427	3.486	3.684
CLIM56	Feel Rewarded in Job	2.937	2.776	2.827	2.642	2.857	2.765	3.229	2.947
CLIM57	Work Has Clear Purpose	3.578	3.481	3.423	3.443	3.473	3.451	3.486	3.684

Table 2 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)									
CLIM58	Get Progress Feedback	2.905	2.804	2.779	2.709	2.695	2.690	3.029	2.947
CLIM59	Cooperative Work Environment	3.287	3.261	3.063	3.101	3.166	3.236	3.265	3.158
CLIM60	Good Leadership Models	3.172	3.136	3.020	2.927	2.954	2.973	3.265	3.211
CLIM61	Free of Stress Environment	2.229	2.158	2.102	2.055	2.207	2.260	2.514	2.211
CLIM62	Job Function Important	3.436	3.400	3.313	3.334	3.383	3.323	3.457	3.632
CLIM63	Secure in Job Status	3.352	3.308	3.370	3.331	3.263	3.299	3.343	3.444
CLIM64	Goals Clearly Communicated	3.060	2.983	2.952	2.791	2.851	2.875	3.382	3.000
CLIM65	Strong Social Network	2.907	2.873	2.697	2.713	2.744	2.800	3.086	2.778
CLIM66	Communication Level Feels Good	2.872	2.862	2.715	2.693	2.731	2.749	3.091	2.529
CLIM Total Averages		3.111	3.045	2.975	2.929	2.996	2.988	3.214	3.097
Total Averages Across ALL PAS Items		2.838	2.690	2.792	2.648	2.729	2.698	3.082	2.922

Table 3

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.615	2.501	2.567	2.167	2.565	2.543	2.825	2.696	3.018	2.870	-	-
GEN15	Retain Most Competent Teachers	2.466	2.359	2.429	2.194	2.511	2.510	2.639	2.563	2.880	2.716	-	-
GEN16	Will Improve Instruction	2.763	2.617	2.690	2.486	2.854	2.686	2.891	2.796	3.076	3.010	-	-
GEN17	Student Progress Improved	2.641	2.486	2.517	2.333	2.857	2.740	2.755	2.680	2.923	2.887	-	-
GEN18	Encourage Teacher Cooperation	2.508	2.355	2.431	2.270	2.653	2.462	2.602	2.381	2.627	2.561	-	-
GEN19	Improve Teacher Morale	2.247	2.067	2.237	1.857	2.200	2.154	2.397	2.231	2.453	2.385	-	-
GEN20	Improve Perceived Professional Status	2.617	2.593	2.518	2.394	2.578	2.551	2.844	2.707	2.752	2.892	-	-
GEN21	Money Rewards Available	3.240	2.948	3.017	2.806	3.500	3.212	3.354	3.155	3.380	3.320	-	-
GEN22	Intrinsic Rewards Available	2.480	2.363	2.552	2.147	2.745	2.736	2.681	2.518	2.761	2.707	-	-
GEN23	Goals Clearly Communicated	2.948	2.707	2.746	2.556	3.060	2.907	3.015	2.878	3.325	3.232	-	-
GEN Total Averages		2.650	2.502	2.571	2.310	2.780	2.670	2.800	2.661	2.927	2.845	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.981	2.758	2.981	2.541	2.955	2.854	3.046	2.919	3.370	3.290	-	-
STF25	Administrators Well Trained	2.908	2.733	2.694	2.400	2.952	2.929	2.948	2.900	3.348	3.111	-	-
STF26	Peer Evaluators Well Trained	2.961	2.753	2.720	2.231	3.192	2.833	2.932	2.929	3.431	3.347	-	-
STF27	Adequate Teacher Skills Resources	2.941	2.710	2.840	2.647	3.182	3.171	3.067	2.825	3.235	3.360	-	-
STF Total Averages		2.919	2.710	2.850	2.513	3.017	2.962	2.968	2.835	3.313	3.258	-	-

Table 3 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.961	2.811	2.618	2.838	2.956	2.708	3.017	2.938	3.051	3.179	-	-
TEV29	Administrators Fairly Evaluate	2.956	2.850	2.745	2.645	3.048	2.884	2.949	3.010	3.316	3.420	-	-
TEV30	Consistent Evaluation Procedures	2.572	2.470	2.531	2.594	2.814	2.556	2.662	2.614	2.948	2.819	-	-
TEV31	Evaluation Time Sufficient	2.763	2.729	2.667	2.485	2.786	2.682	2.871	2.760	3.088	3.117	-	-
TEV32	Time Worth Benefits Gained	2.680	2.516	2.667	2.556	3.048	2.354	2.869	2.712	2.895	2.889	-	-
TEV33	Right Achievement Emphasis	2.853	2.705	2.700	2.467	2.810	2.744	2.974	2.763	2.810	3.047	-	-
TEV34	Student Outcomes Reflect Performance	2.461	2.350	2.360	2.267	2.462	2.341	2.670	2.455	2.725	2.952	-	-
TEV Total Averages		2.708	2.597	2.557	2.550	2.859	2.593	2.824	2.719	2.979	3.033	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.513	2.491	2.357	2.000	2.842	2.633	2.690	2.650	2.917	3.024	-	-
PEV36	Well-Trained Evaluators	2.966	2.929	2.714	2.500	3.130	2.875	3.172	2.983	3.388	3.400	-	-
PEV37	Teachers Have Enough Selection Input	2.191	2.232	2.200	2.167	2.316	2.680	2.063	2.143	2.600	2.472	-	-
PEV38	Peer Evaluation Used Formatively	2.365	2.453	2.357	2.400	2.333	2.429	1.912	2.365	2.543	2.273	-	-
PEV39	Peer Evaluation Used Summatively	2.494	2.450	2.154	1.500	1.889	2.500	2.605	2.674	2.366	2.622	-	-
PEV40	Staff Cooperation Encouraged	2.543	2.484	2.143	2.250	2.696	2.667	2.602	2.385	2.826	2.800	-	-
PEV Total Averages		2.513	2.481	2.223	2.433	2.560	2.620	2.580	2.527	2.806	2.793	-	-

Table 3 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.778	2.653	2.565	2.567	3.135	2.605	2.969	2.771	3.339	3.141	-	-
CLP42	Advancement Criteria Understood	2.978	2.692	2.877	2.568	3.239	2.978	3.083	2.829	3.267	3.188	-	-
CLP43	Can Stay at Same Level	2.923	2.792	2.698	2.588	3.071	2.826	3.092	2.876	3.222	3.231	-	-
CLP44	Challenging CLP Criteria	2.485	2.467	2.455	2.333	2.591	2.178	2.632	2.620	2.724	2.720	-	-
CLP45	Evaluation Material Standards	2.861	2.584	2.765	2.257	3.089	2.705	2.917	2.732	3.123	3.085	-	-
CLP46	Adequate Materials Assistance	2.829	2.553	2.764	2.382	3.000	2.739	2.865	2.639	3.164	3.235	-	-
CLP47	Outside Advancement Opportunities	2.921	2.799	2.811	2.750	3.071	2.739	3.133	2.971	3.383	3.383	-	-
CLP48	Teachers Involved in CLP Development	2.761	2.597	2.712	2.636	3.175	2.783	2.961	2.729	3.393	3.505	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.594	2.483	2.383	2.333	2.838	2.489	2.721	2.694	2.881	3.037	-	-
CLP50	Clear Personnel Criteria	2.493	2.282	2.020	1.971	2.326	1.958	2.212	2.034	2.667	2.767	-	-
CLP51	Top Responsibilities Appropriate	2.795	2.782	2.696	2.621	3.000	2.533	2.937	2.924	3.101	3.182	-	-
CLP52	Enough Trained Personnel	2.833	2.624	2.766	2.657	3.024	2.826	2.982	2.741	3.186	3.147	-	-
CLP53	Teacher Input on Revisions	2.713	2.541	2.686	2.778	2.976	2.705	2.878	2.621	3.300	3.323	-	-
	CLP Total Averages	2.744	2.577	2.612	2.437	2.944	2.593	2.839	2.673	3.139	3.154	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.184	3.133	3.103	3.231	3.275	3.037	3.292	3.116	3.486	3.692	-	-
CLIM55	Feel Successful in Job	3.468	3.406	3.404	3.436	3.580	3.500	3.584	3.391	3.586	3.654	-	-
CLIM56	Feel Rewarded in Job	2.860	2.717	2.932	2.795	3.125	2.815	3.066	2.853	3.271	3.288	-	-
CLIM57	Work Has Clear Purpose	3.511	3.465	3.404	3.436	3.625	3.593	3.603	3.434	3.643	3.679	-	-

Table 3 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.824	2.745	2.810	2.800	3.130	2.923	2.867	2.816	3.014	3.216	-	-
CLIM59	Cooperative Work Environment	3.202	3.207	3.121	3.263	3.404	3.075	3.238	3.227	3.565	3.642	-	-
CLIM60	Good Leadership Models	3.076	3.035	3.070	3.000	3.188	3.037	3.174	3.129	3.486	3.731	-	-
CLIM61	Free of Stress Environment	2.173	2.121	2.393	2.205	2.245	2.423	2.260	2.265	2.600	2.491	-	-
CLIM62	Job Function Important	3.360	3.341	3.491	3.718	3.688	3.358	3.562	3.438	3.739	3.673	-	-
CLIM63	Secure in Job Status	3.321	3.324	3.448	3.270	3.521	3.245	3.391	3.153	3.443	3.585	-	-
CLIM64	Goals Clearly Communicated	2.970	2.900	3.068	3.079	2.978	3.094	3.086	2.951	3.478	3.529	-	-
CLIM65	Strong Social Network	2.804	2.808	2.810	2.917	3.064	2.918	2.953	2.804	3.086	3.373	-	-
CLIM66	Communication Level Feels Good	2.790	2.769	2.772	2.861	2.826	2.885	2.906	2.910	3.145	3.429	-	-
CLIM Total Averages		3.038	2.991	3.037	3.072	3.212	3.058	3.149	3.036	3.346	3.455	-	-
Total Averages Across ALL PAS Items		2.785	2.651	2.686	2.589	2.916	2.759	2.876	2.770	3.095	3.069	-	-

Table 4

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
General Career Ladder Concepts:					
GEN14	Attracts High Quality People	2.678	2.545	2.604	2.526
GEN15	Retain Most Competent Teachers	2.512	2.406	2.516	2.398
GEN16	Will Improve Instruction	2.816	2.660	2.762	2.661
GEN17	Student Progress Improved	2.686	2.537	2.661	2.530
GEN18	Encourage Teacher Cooperation	2.559	2.397	2.461	2.314
GEN19	Improve Teacher Morale	2.303	2.108	2.223	2.072
GEN20	Improve Perceived Professional Status	2.678	2.626	2.565	2.590
GEN21	Money Rewards Available	3.282	2.998	3.221	2.978
GEN22	Intrinsic Rewards Available	2.577	2.428	2.387	2.322
GEN23	Goals Clearly Communicated	2.979	2.757	3.007	2.776
GEN Total Averages		2.704	2.546	2.647	2.525
Staff Development Training Concepts:					
STF24	Received Adequate Inservice	3.025	2.802	2.981	2.856
STF25	Administrators Well Trained	2.953	2.782	2.902	2.781
STF26	Peer Evaluators Well Trained	2.998	2.808	2.991	2.831
STF27	Adequate Teacher Skills Resources	2.994	2.752	2.953	2.861
STF Total Averages		2.962	2.751	2.927	2.816
Teacher Evaluation System Concepts:					
TEV28	Performance Levels Clearly Defined	3.001	2.848	2.882	2.856
TEV29	Administrators Fairly Evaluate	2.981	2.882	2.996	2.957
TEV30	Consistent Evaluation Procedures	2.603	2.511	2.661	2.550
TEV31	Evaluation Time Sufficient	2.809	2.762	2.759	2.725
TEV32	Time Worth Benefits Gained	2.729	2.541	2.752	2.607
TEV33	Right Achievement Emphasis	2.891	2.745	2.783	2.655
TEV34	Student Outcomes Reflect Performance	2.530	2.406	2.406	2.291
TEV Total Averages		2.752	2.640	2.715	2.626
Peer Evaluation Concepts:					
PEV35	Chosen for Top Qualifications	2.585	2.615	2.505	2.425
PEV36	Well-Trained Evaluators	3.028	2.989	2.985	2.908
PEV37	Teachers Have Enough Selection Input	2.225	2.318	2.218	2.126
PEV38	Peer Evaluation Used Formatively	2.313	2.443	2.415	2.393
PEV39	Peer Evaluation Used Summatively	2.446	2.495	2.556	2.422
PEV40	Staff Cooperation Encouraged	2.569	2.533	2.562	2.479
PEV Total Averages		2.540	2.546	2.545	2.445

Table 4 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
Career Ladder Placement Concepts:					
CLP41	Fair Appeal Process	2.834	2.709	2.866	2.708
CLP42	Advancement Criteria Understood	3.002	2.738	3.050	2.766
CLP43	Can Stay at Same Level	2.983	2.843	2.887	2.753
CLP44	Challenging CLP Criteria	2.566	2.544	2.394	2.350
CLP45	Evaluation Material Standards	2.898	2.625	2.884	2.652
CLP46	Adequate Materials Assistance	2.867	2.580	2.856	2.696
CLP47	Outside Advancement Opportunities	2.998	2.850	2.927	2.878
CLP48	Teachers Involved in CLP Development	2.862	2.669	2.756	2.708
CLP49	Net Positive Benefits of Top Responsblts.	2.645	2.548	2.583	2.529
CLP50	Clear Personnel Criteria	2.463	2.265	2.493	2.255
CLP51	Top Responsibilities Appropriate	2.864	2.845	2.772	2.728
CLP52	Enough Trained Personnel	2.895	2.673	2.830	2.694
CLP53	Teacher Input on Revisions	2.800	2.599	2.701	2.673
CLP Total Averages		2.799	2.624	2.743	2.626
Organizational Climate Survey:					
CLIM54	Feel I Belong	3.251	3.179	3.069	3.039
CLIM55	Feel Successful in Job	3.504	3.424	3.428	3.396
CLIM56	Feel Rewarded in Job	2.931	2.781	2.826	2.680
CLIM57	Work Has Clear Purpose	3.564	3.489	3.423	3.407
CLIM58	Get Progress Feedback	2.869	2.789	2.778	2.742
CLIM59	Cooperative Work Environment	3.244	3.232	3.158	3.231
CLIM60	Good Leadership Models	3.132	3.083	3.042	3.031
CLIM61	Free of Stress Environment	2.197	2.151	2.266	2.209
CLIM62	Job Function Important	3.424	3.389	3.350	3.299
CLIM63	Secure in Job Status	3.349	3.313	3.305	3.323
CLIM64	Goals Clearly Communicated	3.034	2.941	2.930	2.921
CLIM65	Strong Social Network	2.865	2.828	2.765	2.822
CLIM66	Communication Level Feels Good	2.841	2.807	2.753	2.817
CLIM Total Averages		3.088	3.026	3.006	2.987
Total Across All PAS Items		2.831	2.696	2.782	2.688

Table 5

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.677	2.551	2.722	2.542	2.618	2.886	2.522	2.118	2.571	2.895	-	-
GEN15	Retain Most Competent Teachers	2.539	2.426	2.472	2.364	2.426	2.600	2.000	2.222	2.429	2.316	-	-
GEN16	Will Improve Instruction	2.824	2.672	2.781	2.641	2.725	2.956	2.545	2.444	2.571	2.800	-	-
GEN17	Student Progress Improved	2.689	2.538	2.734	2.578	2.660	2.930	2.409	2.000	2.500	2.800	-	-
GEN18	Encourage Teacher Cooperation	2.550	2.371	2.676	2.550	2.148	2.705	2.524	2.176	2.333	2.150	-	-
GEN19	Improve Teacher Morale	2.305	2.106	2.286	2.143	2.075	2.244	2.100	1.895	2.200	2.263	-	-
GEN20	Improve Perceived Professional Status	2.670	2.620	2.753	2.644	2.532	2.884	2.150	2.333	2.571	2.800	-	-
GEN21	Money Rewards Available	3.293	3.004	3.242	2.893	2.907	3.043	3.429	2.889	2.857	3.211	-	-
GEN22	Intrinsic Rewards Available	2.536	2.391	2.576	2.527	2.620	2.800	2.571	2.333	2.786	2.684	-	-
GEN23	Goals Clearly Communicated	3.001	2.775	2.911	2.753	2.852	2.891	3.091	2.368	2.857	2.667	-	-
GEN Total Averages		2.709	2.548	2.708	2.562	2.522	2.780	2.524	2.262	2.563	2.659	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.042	2.831	2.864	2.735	2.667	3.023	2.950	2.722	2.923	2.882	-	-
STF25	Administrators Well Trained	2.979	2.808	2.812	2.654	2.408	2.786	2.684	2.375	2.583	2.625	-	-
STF26	Peer Evaluators Well Trained	3.058	2.846	2.674	2.500	2.600	3.000	2.385	2.533	2.500	2.714	-	-
STF27	Adequate Teacher Skills Resources	3.026	2.788	2.846	2.796	2.354	2.786	3.190	2.526	2.545	2.833	-	-
STF Total Averages		2.991	2.782	2.810	2.710	2.455	2.865	2.881	2.575	2.655	2.731	-	-

Table 5 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.986	2.857	2.914	2.812	2.765	3.136	3.235	2.474	2.500	2.765	-	-
TEV29	Administrators Fairly Evaluate	3.009	2.927	2.855	2.710	2.489	2.909	3.176	2.444	3.000	2.824	-	-
TEV30	Consistent Evaluation Procedures	2.627	2.528	2.629	2.484	2.479	2.727	2.556	2.000	2.364	2.294	-	-
TEV31	Evaluation Time Sufficient	2.808	2.773	2.781	2.635	2.702	2.884	2.889	2.353	2.917	2.750	-	-
TEV32	Time Worth Benefits Gained	2.741	2.556	2.725	2.594	2.596	2.927	2.842	2.000	2.615	2.588	-	-
TEV33	Right Achievement Emphasis	2.886	2.744	2.867	2.583	2.545	2.955	3.188	2.294	2.583	2.375	-	-
TEV34	Student Outcomes Reflect Performance	2.510	2.392	2.532	2.379	2.522	2.636	2.563	2.176	2.333	2.200	-	-
TEV Total Averages		2.757	2.652	2.744	2.592	2.469	2.841	2.802	2.299	2.651	2.473	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.609	2.601	2.400	2.283	2.333	2.455	2.000	2.333	2.500	2.571	-	-
PEV36	Well-Trained Evaluators	3.057	3.013	2.907	2.578	2.692	2.880	2.909	2.444	2.500	3.143	-	-
PEV37	Teachers Have Enough Selection Input	2.254	2.296	2.000	2.064	2.256	2.240	1.700	1.889	2.000	3.167	-	-
PEV38	Peer Evaluation Used Formatively	2.344	2.414	2.527	2.565	2.243	2.522	2.222	2.125	1.500	2.400	-	-
PEV39	Peer Evaluation Used Summatively	2.450	2.507	2.561	2.150	2.842	2.652	2.500	1.778	3.000	2.400	-	-
PEV40	Staff Cooperation Encouraged	2.613	2.534	2.623	2.491	2.048	2.560	2.583	2.300	3.000	2.400	-	-
PEV Total Averages		2.570	2.537	2.467	2.392	2.327	2.536	2.375	2.217	2.417	2.814	-	-

Table 5 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.859	2.721	2.809	2.764	2.659	2.846	3.000	2.059	2.364	2.750	-	-
CLP42	Advancement Criteria Understood	3.023	2.750	3.024	2.770	2.780	2.953	3.400	2.526	2.583	2.765	-	-
CLP43	Can Stay at Same Level	2.959	2.822	3.111	2.936	3.000	2.833	3.211	2.333	2.909	2.667	-	-
CLP44	Challenging CLP Criteria	2.531	2.531	2.739	2.354	2.360	2.585	2.350	2.000	2.333	2.222	-	-
CLP45	Evaluation Material Standards	2.900	2.634	2.932	2.631	2.870	2.975	3.250	2.421	2.538	2.647	-	-
CLP46	Adequate Materials Assistance	2.881	2.619	2.835	2.557	2.681	2.857	3.222	2.211	2.333	2.611	-	-
CLP47	Outside Advancement Opportunities	3.012	2.887	2.882	2.764	2.542	2.674	3.368	2.684	2.833	3.000	-	-
CLP48	Teachers Involved in CLP Development	2.871	2.699	2.769	2.606	2.360	2.860	3.000	2.158	2.417	2.875	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.641	2.555	2.689	2.544	2.548	2.800	2.722	2.222	2.444	2.538	-	-
CLP50	Clear Personnel Criteria	2.467	2.272	2.609	2.352	2.452	2.457	3.214	2.125	2.091	1.875	-	-
CLP51	Top Responsibilities Appropriate	2.850	2.832	2.928	2.800	2.720	3.025	3.053	2.056	2.583	3.000	-	-
CLP52	Enough Trained Personnel	2.907	2.695	2.849	2.640	2.592	2.881	3.000	2.278	2.615	2.750	-	-
CLP53	Teacher Input on Revisions	2.785	2.624	2.849	2.559	2.549	2.683	3.056	2.765	2.273	2.857	-	-
	CLP Total Averages	2.799	2.639	2.827	2.621	2.566	2.770	3.006	2.318	2.523	2.595	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.244	3.174	3.076	2.994	2.649	3.111	3.389	2.750	3.286	3.294	-	-
CLIM55	Feel Successful in Job	3.498	3.433	3.480	3.341	3.182	3.444	3.444	2.706	3.214	3.278	-	-
CLIM56	Feel Rewarded in Job	2.915	2.762	2.912	2.811	2.536	2.978	3.167	2.375	3.143	2.824	-	-
CLIM57	Work Has Clear Purpose	3.537	3.485	3.500	3.427	3.382	3.644	3.722	2.571	3.214	3.444	-	-

Table 5 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.869	2.785	2.757	2.768	2.473	2.844	3.111	2.533	3.231	2.882	-	-
CLIM59	Cooperative Work Environment	3.257	3.253	3.118	3.064	2.737	3.311	3.706	3.200	3.071	3.556	-	-
CLIM60	Good Leadership Models	3.145	3.100	2.959	2.904	2.527	3.133	3.176	2.562	3.214	3.412	-	-
CLIM61	Free of Stress Environment	2.233	2.173	2.114	2.207	1.929	2.044	2.529	2.000	2.286	2.111	-	-
CLIM62	Job Function Important	3.422	3.380	3.369	3.355	3.143	3.289	3.722	3.133	3.357	3.444	-	-
CLIM63	Secure in Job Status	3.351	3.331	3.232	3.281	3.263	3.156	3.167	3.000	3.429	2.833	-	-
CLIM64	Goals Clearly Communicated	3.036	2.956	2.892	2.880	2.614	3.133	3.125	2.600	3.214	2.833	-	-
CLIM65	Strong Social Network	2.869	2.848	2.681	2.713	2.298	2.800	3.176	2.867	2.385	2.722	-	-
CLIM66	Communication Level Feels Good	2.851	2.835	2.640	2.683	2.421	2.800	3.250	2.429	2.833	2.889	-	-
CLIM Total Averages		3.090	3.034	2.977	2.952	2.687	3.053	3.296	2.618	3.062	3.039	-	-
Total Averages Across ALL PAS Items		2.841	2.709	2.781	2.666	2.522	2.808	2.775	2.409	2.724	2.705	-	-

Table 6

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.751	2.608	2.696	2.562	2.650	2.473	2.564	2.487	2.872	2.657
GEN15	Retain Most Competent Teachers	2.613	2.551	2.529	2.411	2.496	2.335	2.432	2.343	2.739	2.556
GEN16	Will Improve Instruction	2.867	2.753	2.843	2.687	2.689	2.508	2.731	2.625	2.915	2.667
GEN17	Student Progress Improved	2.750	2.632	2.722	2.542	2.561	2.410	2.606	2.513	2.756	2.647
GEN18	Encourage Teacher Cooperation	2.646	2.508	2.595	2.376	2.441	2.304	2.425	2.344	2.542	2.189
GEN19	Improve Teacher Morale	2.386	2.318	2.313	2.106	2.228	2.000	2.202	2.045	2.378	2.081
GEN20	Improve Perceived Professional Status	2.771	2.638	2.691	2.629	2.649	2.592	2.545	2.600	2.886	2.743
GEN21	Money Rewards Available	3.178	3.007	3.315	3.002	3.139	3.011	3.241	2.973	3.333	3.135
GEN22	Intrinsic Rewards Available	2.649	2.511	2.567	2.408	2.451	2.290	2.440	2.385	2.729	2.472
GEN23	Goals Clearly Communicated	2.809	2.601	2.971	2.676	2.871	2.766	3.036	2.905	3.067	2.973
GEN Total Averages		2.740	2.618	2.720	2.539	2.611	2.470	2.626	2.525	2.827	2.615
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.721	2.610	3.021	2.733	2.895	2.771	3.093	2.980	3.109	3.171
STF25	Administrators Well Trained	2.991	2.833	2.936	2.743	2.912	2.697	2.909	2.819	3.239	2.861
STF26	Peer Evaluators Well Trained	2.958	2.688	3.015	2.718	2.961	2.657	2.943	2.969	3.480	3.056
STF27	Adequate Teacher Skills Resources	2.922	2.749	2.976	2.701	2.990	2.776	2.980	2.844	3.087	3.000
STF Total Averages		2.838	2.699	2.961	2.696	2.886	2.711	2.963	2.863	3.186	2.985

Table 6 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.912	2.779	3.011	2.852	3.034	2.764	2.906	2.869	3.043	3.000
TEV29	Administrators Fairly Evaluate	2.900	2.895	3.010	2.871	2.944	2.759	2.941	2.961	3.087	3.000
TEV30	Consistent Evaluation Procedures	2.596	2.466	2.626	2.512	2.580	2.476	2.576	2.523	2.891	2.714
TEV31	Evaluation Time Sufficient	2.683	2.645	2.818	2.751	2.764	2.623	2.790	2.807	2.721	2.939
TEV32	Time Worth Benefits Gained	2.711	2.590	2.781	2.591	2.654	2.556	2.653	2.483	2.778	2.710
TEV33	Right Achievement Emphasis	2.826	2.739	2.949	2.744	2.802	2.704	2.785	2.707	2.595	2.500
TEV34	Student Outcomes Reflect Performance	2.493	2.428	2.551	2.399	2.381	2.301	2.447	2.370	2.526	2.296
TEV Total Averages		2.736	2.620	2.779	2.640	2.695	2.560	2.682	2.643	2.817	2.704
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.548	2.627	2.637	2.534	2.342	2.447	2.503	2.554	2.577	2.579
PEV36	Well-Trained Evaluators	2.862	2.768	3.028	2.913	2.770	2.909	3.055	3.085	3.208	2.944
PEV37	Teachers Have Enough Selection Input	2.351	2.343	2.201	2.289	2.171	2.229	2.185	2.196	2.391	2.471
PEV38	Peer Evaluation Used Formatively	2.556	2.719	2.374	2.515	2.221	2.146	2.269	2.283	2.091	2.308
PEV39	Peer Evaluation Used Summatively	2.589	2.439	2.471	2.506	2.545	2.615	2.438	2.423	2.579	2.643
PEV40	Staff Cooperation Encouraged	2.676	2.558	2.626	2.492	2.358	2.375	2.486	2.502	2.885	2.882
PEV Total Averages		2.628	2.625	2.558	2.521	2.428	2.431	2.496	2.474	2.613	2.586

Table 6 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.802	2.737	2.853	2.690	2.723	2.702	2.825	2.684	3.200	3.143
CLP42	Advancement Criteria Understood	2.933	2.687	3.034	2.706	2.967	2.661	2.998	2.815	3.234	2.816
CLP43	Can Stay at Same Level	2.826	2.757	3.013	2.831	2.901	2.794	2.920	2.843	3.070	2.794
CLP44	Challenging CLP Criteria	2.586	2.535	2.615	2.532	2.429	2.443	2.398	2.422	2.556	2.500
CLP45	Evaluation Material Standards	2.830	2.644	2.921	2.606	2.854	2.605	2.863	2.639	2.935	2.706
CLP46	Adequate Materials Assistance	2.683	2.579	2.869	2.553	2.827	2.608	2.879	2.665	3.109	2.784
CLP47	Outside Advancement Opportunities	2.976	2.804	2.980	2.856	3.015	2.832	2.940	2.846	3.174	3.171
CLP48	Teachers Involved in CLP Development	2.691	2.577	2.830	2.609	2.747	2.661	2.856	2.775	3.085	2.921
CLP49	Net Positive Benefits of Top Responsblts	2.723	2.538	2.661	2.550	2.520	2.460	2.569	2.524	2.775	2.852
CLP50	Clear Personnel Criteria	2.490	2.525	2.519	2.217	2.353	2.071	2.399	2.280	2.625	2.400
CLP51	Top Responsibilities Appropriate	2.886	2.837	2.859	2.806	2.762	2.812	2.792	2.809	2.978	2.914
CLP52	Enough Trained Personnel	2.829	2.754	2.889	2.580	2.831	2.677	2.852	2.763	3.186	2.833
CLP53	Teacher Input on Revisions	2.756	2.627	2.747	2.545	2.749	2.547	2.772	2.675	3.217	2.865
	CLP Total Averages	2.756	2.647	2.803	2.595	2.735	2.549	2.749	2.644	3.007	2.796
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.175	3.131	3.211	3.137	3.152	3.087	3.218	3.179	3.200	3.154
CLIM55	Feel Successful in Job	3.386	3.318	3.470	3.430	3.487	3.395	3.529	3.430	3.429	3.692
CLIM56	Feel Rewarded in Job	2.837	2.838	2.925	2.732	2.878	2.713	2.896	2.767	3.000	2.680
CLIM57	Work Has Clear Purpose	3.480	3.408	3.517	3.465	3.571	3.435	3.531	3.504	3.600	3.692

Table 6 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.820	2.841	2.839	2.767	2.737	2.787	2.874	2.751	2.912	2.680
CLIM59	Cooperative Work Environment	3.200	3.271	3.220	3.206	3.104	3.192	3.245	3.223	3.353	3.423
CLIM60	Good Leadership Models	3.165	3.189	3.137	3.041	3.043	3.022	3.055	3.066	3.059	3.040
CLIM61	Free of Stress Environment	2.196	2.286	2.186	2.124	2.189	2.124	2.222	2.167	2.514	2.120
CLIM62	Job Function Important	3.255	3.256	3.395	3.341	3.395	3.432	3.446	3.424	3.559	3.720
CLIM63	Secure in Job Status	3.128	3.227	3.355	3.329	3.333	3.240	3.371	3.334	3.294	3.625
CLIM64	Goals Clearly Communicated	2.866	2.985	3.005	2.896	2.943	2.886	3.044	2.971	3.147	3.000
CLIM65	Strong Social Network	2.767	2.939	2.843	2.801	2.773	2.786	2.852	2.823	2.941	3.083
CLIM66	Communication Level Feels Good	2.739	2.870	2.814	2.782	2.773	2.758	2.839	2.836	2.970	2.682
CLIM Total Averages		2.998	3.030	3.063	3.002	3.030	2.967	3.085	3.031	3.152	3.102
Total Averages Across ALL PAS Items		2.787	2.705	2.840	2.674	2.751	2.629	2.790	2.713	2.961	2.776

Table 7

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.248	2.161	2.502	2.391	2.797	2.693	2.797	2.644	2.911	2.822
GEN15	Retain Most Competent Teachers	2.110	2.022	2.350	2.272	2.622	2.574	2.658	2.450	2.758	2.670
GEN16	Will Improve Instruction	2.344	2.205	2.627	2.526	2.973	2.803	2.974	2.833	3.048	2.964
GEN17	Student Progress Improved	2.236	2.142	2.515	2.411	2.817	2.702	2.810	2.632	2.933	2.784
GEN18	Encourage Teacher Cooperation	2.090	1.909	2.329	2.232	2.690	2.483	2.658	2.416	2.810	2.726
GEN19	Improve Teacher Morale	1.917	1.822	2.145	1.977	2.420	2.233	2.349	2.156	2.492	2.328
GEN20	Improve Perceived Professional Status	2.243	2.266	2.517	2.497	2.774	2.760	2.738	2.632	2.897	2.868
GEN21	Money Rewards Available	2.968	2.711	3.193	2.867	3.334	3.109	3.423	3.008	3.409	3.219
GEN22	Intrinsic Rewards Available	2.175	2.080	2.393	2.282	2.618	2.509	2.677	2.496	2.725	2.648
GEN23	Goals Clearly Communicated	2.503	2.437	2.864	2.541	3.065	2.961	3.079	2.776	3.251	3.052
GEN Total Averages		2.295	2.204	2.546	2.404	2.816	2.685	2.813	2.602	2.921	2.803
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.362	2.224	2.774	2.579	3.135	2.939	3.171	3.016	3.360	3.208
STF25	Administrators Well Trained	2.687	2.517	2.804	2.643	2.936	2.895	2.956	2.949	3.114	2.939
STF26	Peer Evaluators Well Trained	2.608	2.352	2.727	2.491	3.035	2.883	2.989	3.094	3.291	3.162
STF27	Adequate Teacher Skills Resources	2.709	2.449	2.852	2.584	3.020	2.829	2.902	2.750	3.180	3.064
STF Total Averages		2.558	2.362	2.796	2.578	3.023	2.872	2.997	2.909	3.212	3.069

Table 7 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.553	2.530	2.896	2.720	3.060	2.901	2.984	2.951	3.143	3.071
TEV29	Administrators Fairly Evaluate	2.613	2.642	2.902	2.806	3.040	3.029	3.006	2.955	3.126	3.018
TEV30	Consistent Evaluation Procedures	2.280	2.231	2.494	2.378	2.601	2.576	2.577	2.555	2.817	2.745
TEV31	Evaluation Time Sufficient	2.432	2.404	2.651	2.579	2.813	2.919	2.805	2.868	3.008	2.975
TEV32	Time Worth Benefits Gained	2.197	2.043	2.580	2.426	2.861	2.709	2.768	2.628	2.965	2.835
TEV33	Right Achievement Emphasis	2.428	2.402	2.813	2.673	2.977	2.789	2.966	2.743	2.977	2.880
TEV34	Student Outcomes Reflect Performance	1.988	2.006	2.454	2.311	2.536	2.385	2.626	2.607	2.693	2.601
TEV Total Averages		2.286	2.261	2.654	2.529	2.829	2.750	2.812	2.729	2.953	2.866
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.149	2.008	2.296	2.343	2.482	2.612	2.731	2.644	2.855	2.915
PEV36	Well-Trained Evaluators	2.517	2.327	2.792	2.750	3.052	2.937	3.129	3.114	3.278	3.351
PEV37	Teachers Have Enough Selection Input	2.007	1.955	2.018	2.324	2.059	2.239	2.212	2.119	2.403	2.383
PEV38	Peer Evaluation Used Formatively	2.262	2.092	2.383	2.414	2.170	2.476	2.180	2.275	2.389	2.549
PEV39	Peer Evaluation Used Summatively	2.350	2.253	2.354	2.652	2.548	2.545	2.746	2.524	2.498	2.411
PEV40	Staff Cooperation Encouraged	2.177	1.905	2.274	2.274	2.504	2.471	2.551	2.739	2.912	2.922
PEV Total Averages		2.271	2.087	2.321	2.429	2.523	2.541	2.590	2.553	2.762	2.775

Table 7 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.603	2.330	2.744	2.620	2.865	2.745	2.800	2.637	2.982	2.920
CLP42	Advancement Criteria Understood	2.693	2.371	2.921	2.555	3.022	2.825	3.053	2.769	3.200	3.044
CLP43	Can Stay at Same Level	2.558	2.434	2.924	2.768	2.987	2.838	2.989	2.924	3.121	3.041
CLP44	Challenging CLP Criteria	2.071	2.139	2.347	2.360	2.632	2.571	2.707	2.628	2.725	2.711
CLP45	Evaluation Material Standards	2.711	2.299	2.776	2.491	2.881	2.648	2.978	2.686	3.029	2.864
CLP46	Adequate Materials Assistance	2.673	2.328	2.734	2.446	2.903	2.641	2.873	2.612	3.002	2.845
CLP47	Outside Advancement Opportunities	2.638	2.527	2.827	2.746	3.127	2.915	3.028	2.972	3.124	3.039
CLP48	Teachers Involved in CLP Development	2.482	2.370	2.723	2.526	2.909	2.780	2.822	2.565	3.007	2.909
CLP49	Net Positive Benefits of Top Responsblts	2.305	2.210	2.447	2.419	2.727	2.657	2.712	2.607	2.838	2.729
CLP50	Clear Personnel Criteria	2.222	1.991	2.277	2.106	2.400	2.208	2.403	2.297	2.698	2.519
CLP51	Top Responsibilities Appropriate	2.433	2.547	2.712	2.717	2.875	2.868	2.865	2.824	3.043	2.983
CLP52	Enough Trained Personnel	2.552	2.384	2.810	2.575	2.882	2.712	2.835	2.700	3.036	2.868
CLP53	Teacher Input on Revisions	2.505	2.332	2.646	2.467	2.790	2.687	2.707	2.571	2.964	2.818
	CLP Total Averages	2.467	2.306	2.674	2.504	2.848	2.700	2.831	2.640	2.968	2.847
Organizational Climate Survey:											
CLIM54	Feel I Belong	2.996	3.072	3.154	3.097	3.250	3.159	3.215	3.145	3.349	3.227
CLIM55	Feel Successful in Job	3.395	3.335	3.444	3.389	3.499	3.462	3.524	3.385	3.551	3.482
CLIM56	Feel Rewarded in Job	2.656	2.550	2.786	2.686	2.922	2.882	2.951	2.812	3.110	2.876
CLIM57	Work Has Clear Purpose	3.481	3.420	3.503	3.446	3.535	3.551	3.468	3.402	3.579	3.505

Table 7 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.740	2.641	2.774	2.682	2.798	2.841	2.852	2.861	2.971	2.898
CLIM59	Cooperative Work Environment	3.121	3.170	3.150	3.224	3.269	3.283	3.183	3.207	3.313	3.222
CLIM60	Good Leadership Models	2.953	2.948	3.024	3.042	3.167	3.103	3.108	3.034	3.217	3.151
CLIM61	Free of Stress Environment	2.249	2.208	2.162	2.171	2.264	2.175	2.038	2.122	2.219	2.117
CLIM62	Job Function Important	3.323	3.285	3.394	3.369	3.440	3.397	3.424	3.308	3.439	3.414
CLIM63	Secure in Job Status	3.248	3.183	3.350	3.357	3.381	3.394	3.328	3.235	3.356	3.330
CLIM64	Goals Clearly Communicated	2.888	2.867	2.953	2.888	3.025	3.060	3.070	2.940	3.093	2.945
CLIM65	Strong Social Network	2.697	2.818	2.777	2.811	2.914	2.908	2.902	2.829	2.911	2.813
CLIM66	Communication Level Feels Good	2.718	2.740	2.766	2.794	2.825	2.932	2.870	2.796	2.898	2.801
CLIM Total Averages		2.947	2.925	3.012	2.987	3.098	3.090	3.072	3.006	3.155	3.059
Total Averages Across ALL PAS Items		2.502	2.399	2.714	2.589	2.903	2.799	2.880	2.751	3.014	2.905

Table 8

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.806	2.694	2.734	2.642	2.657	2.511	2.429	2.301	2.358	2.168
GEN15	Retain Most Competent Teachers	2.694	2.570	2.592	2.481	2.482	2.399	2.261	2.121	2.278	2.126
GEN16	Will Improve Instruction	2.920	2.795	2.917	2.743	2.782	2.638	2.555	2.426	2.617	2.414
GEN17	Student Progress Improved	2.787	2.637	2.767	2.600	2.669	2.518	2.459	2.329	2.454	2.333
GEN18	Encourage Teacher Cooperation	2.645	2.504	2.665	2.426	2.556	2.371	2.254	2.165	2.255	2.219
GEN19	Improve Teacher Morale	2.462	2.304	2.412	2.217	2.272	2.066	2.006	1.832	1.982	1.847
GEN20	Improve Perceived Professional Status	2.825	2.716	2.798	2.704	2.631	2.613	2.409	2.408	2.383	2.374
GEN21	Money Rewards Available	3.115	3.026	3.355	3.031	3.293	3.025	3.190	2.805	3.109	2.736
GEN22	Intrinsic Rewards Available	2.726	2.522	2.599	2.502	2.513	2.353	2.291	2.173	2.257	2.432
GEN23	Goals Clearly Communicated	2.729	2.620	2.994	2.700	2.990	2.756	2.970	2.757	3.055	2.909
GEN Total Averages		2.771	2.644	2.776	2.603	2.681	2.529	2.483	2.339	2.496	2.343
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.638	2.620	3.063	2.759	3.055	2.830	3.000	2.798	2.990	2.884
STF25	Administrators Well Trained	2.922	2.901	2.983	2.770	2.918	2.702	2.807	2.730	2.871	2.791
STF26	Peer Evaluators Well Trained	2.821	2.652	3.144	2.811	2.987	2.817	2.882	2.760	2.810	2.741
STF27	Adequate Teacher Skills Resources	2.939	2.779	3.070	2.751	2.971	2.706	2.844	2.712	2.865	2.871
STF Total Averages		2.815	2.723	3.024	2.742	2.958	2.730	2.853	2.712	2.815	2.768

Table 8 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	3.003	2.841	2.998	2.852	2.999	2.829	2.842	2.755	2.816	2.816
TEV29	Administrators Fairly Evaluate	2.986	2.936	2.969	2.950	3.008	2.837	2.829	2.762	2.844	2.899
TEV30	Consistent Evaluation Procedures	2.719	2.550	2.615	2.540	2.588	2.448	2.457	2.474	2.559	2.543
TEV31	Evaluation Time Sufficient	2.718	2.723	2.810	2.741	2.796	2.727	2.694	2.752	2.914	2.728
TEV32	Time Worth Benefits Gained	2.706	2.599	2.876	2.662	2.771	2.574	2.437	2.289	2.546	2.263
TEV33	Right Achievement Emphasis	2.841	2.644	2.955	2.791	2.902	2.749	2.719	2.572	2.742	2.635
TEV34	Student Outcomes Reflect Performance	2.520	2.421	2.559	2.395	2.505	2.371	2.342	2.212	2.452	2.436
TEV Total Averages		2.756	2.643	2.795	2.685	2.763	2.614	2.559	2.504	2.606	2.507
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.600	2.726	2.622	2.529	2.561	2.566	2.473	2.310	2.255	2.439
PEV36	Well-Trained Evaluators	2.783	2.764	3.057	2.919	3.028	2.989	2.984	3.010	2.820	2.711
PEV37	Teachers Have Enough Selection Input	2.345	2.413	2.247	2.402	2.154	2.183	2.196	2.050	1.800	2.300
PEV38	Peer Evaluation Used Formatively	2.494	2.753	2.349	2.440	2.291	2.378	2.274	2.388	2.239	2.235
PEV39	Peer Evaluation Used Summatively	2.538	2.613	2.431	2.416	2.541	2.524	2.503	2.340	2.111	2.258
PEV40	Staff Cooperation Encouraged	2.720	2.593	2.608	2.553	2.592	2.497	2.454	2.344	2.091	2.350
PEV Total Averages		2.628	2.650	2.567	2.572	2.544	2.514	2.455	2.309	2.199	2.270

Table 8 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.817	2.763	2.897	2.704	2.816	2.686	2.717	2.517	2.593	2.541
CLP42	Advancement Criteria Understood	2.871	2.692	3.094	2.726	3.008	2.733	2.926	2.679	2.980	2.616
CLP43	Can Stay at Same Level	2.783	2.702	3.000	2.886	3.010	2.832	2.849	2.768	2.791	2.573
CLP44	Challenging CLP Criteria	2.666	2.662	2.642	2.574	2.532	2.446	2.245	2.288	2.222	2.344
CLP45	Evaluation Material Standards	2.750	2.667	2.963	2.656	2.882	2.577	2.835	2.535	2.871	2.538
CLP46	Adequate Materials Assistance	2.691	2.544	2.930	2.623	2.850	2.570	2.788	2.518	2.860	2.545
CLP47	Outside Advancement Opportunities	2.922	2.801	3.011	2.902	2.963	2.822	2.857	2.756	2.927	2.677
CLP48	Teachers Involved in CLP Development	2.673	2.551	2.825	2.696	2.827	2.661	2.780	2.518	2.698	2.567
CLP49	Net Positive Benefits of Top Responsblts	2.798	2.637	2.760	2.595	2.591	2.497	2.412	2.326	2.391	2.402
CLP50	Clear Personnel Criteria	2.552	2.387	2.549	2.265	2.429	2.181	2.329	2.222	2.380	2.224
CLP51	Top Responsibilities Appropriate	2.949	2.949	2.917	2.923	2.791	2.746	2.691	2.670	2.693	2.541
CLP52	Enough Trained Personnel	2.858	2.723	2.931	2.672	2.832	2.621	2.810	2.617	2.747	2.626
CLP53	Teacher Input on Revisions	2.749	2.601	2.797	2.594	2.723	2.590	2.681	2.439	2.753	2.511
	CLP Total Averages	2.757	2.627	2.836	2.664	2.770	2.591	2.665	2.487	2.647	2.439
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.191	3.120	3.248	3.167	3.202	3.119	3.149	3.136	3.082	3.139
CLIM55	Feel Successful in Job	3.391	3.326	3.508	3.467	3.471	3.379	3.534	3.464	3.463	3.510
CLIM56	Feel Rewarded in Job	2.860	2.782	2.955	2.872	2.926	2.700	2.774	2.631	2.873	2.750
CLIM57	Work Has Clear Purpose	3.524	3.456	3.564	3.491	3.493	3.436	3.525	3.468	3.495	3.578

Table 8 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION
A. SESSMENT SCALE SURVEY, 1988 AND 1989:
BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.860	2.807	2.867	2.823	2.819	2.674	2.803	2.753	2.905	3.152
CLIM59	Cooperative Work Environment	3.224	3.277	3.179	3.201	3.216	3.183	3.216	3.217	3.193	3.240
CLIM60	Good Leadership Models	3.253	3.201	3.129	3.115	3.069	2.977	2.992	3.027	2.963	2.990
CLIM61	Free of Stress Environment	2.222	2.188	2.250	2.255	2.144	2.089	2.170	2.096	2.309	2.235
CLIM62	Job Function Important	3.372	3.356	3.426	3.369	3.394	3.345	3.380	3.387	3.330	3.343
CLIM63	Secure in Job Status	3.134	3.126	3.350	3.351	3.342	3.331	3.420	3.318	3.387	3.398
CLIM64	Goals Clearly Communicated	2.980	2.922	3.019	2.955	2.980	2.877	2.971	2.928	3.000	3.029
CLIM65	Strong Social Network	2.885	2.928	2.875	2.842	2.829	2.758	2.726	2.772	2.792	2.870
CLIM66	Communication Level Feels Good	2.797	2.863	2.824	2.875	2.804	2.719	2.783	2.782	2.815	2.860
CLIM Total Averages		3.046	3.024	3.083	3.056	3.049	2.965	3.036	2.986	3.050	3.052
Total Averages Across ALL PAS Items		2.820	2.724	2.878	2.737	2.812	2.663	2.685	2.569	2.661	2.553

Table 9

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.841	2.685	2.072	2.002	2.696	2.638
GEN15	Retain Most Competent Teachers	2.685	2.565	1.917	1.814	2.559	2.593
GEN16	Will Improve Instruction	2.987	2.852	2.168	2.021	2.985	2.747
GEN17	Student Progress Improved	2.847	2.710	2.084	1.936	2.861	2.601
GEN18	Encourage Teacher Cooperation	2.736	2.546	1.895	1.760	2.616	2.625
GEN19	Improve Teacher Morale	2.434	2.252	1.759	1.587	2.444	2.203
GEN20	Improve Perceived Professional Status	2.815	2.768	2.150	2.103	2.725	2.755
GEN21	Money Rewards Available	3.310	3.077	3.018	2.593	3.587	3.302
GEN22	Intrinsic Rewards Available	2.659	2.517	2.048	1.947	2.701	2.608
GEN23	Goals Clearly Communicated	3.095	2.859	2.540	2.384	3.072	2.664
GEN Total Averages		2.839	2.683	2.182	2.037	2.830	2.674
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	3.122	2.924	2.459	2.259	3.097	2.753
STF25	Administrators Well Trained	2.983	2.867	2.608	2.406	2.930	2.571
STF26	Peer Evaluators Well Trained	3.091	2.918	2.579	2.281	3.080	3.025
STF27	Adequate Teacher Skills Resources	3.405	2.881	2.679	2.260	2.904	2.655
STF Total Averages		3.042	2.880	2.553	2.280	3.003	2.668
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	3.062	2.940	2.545	2.416	3.090	2.812
TEV29	Administrators Fairly Evaluate	3.069	3.005	2.464	2.335	3.137	2.850
TEV30	Consistent Evaluation Procedures	2.673	2.612	2.209	2.005	2.656	2.588
TEV31	Evaluation Time Sufficient	2.889	2.880	2.0270	2.155	2.906	2.735
TEV32	Time Worth Benefits Gained	2.906	2.760	1.931	1.753	20.937	2.573
TEV33	Right Achievement Emphasis	2.991	2.868	2.235	2.095	3.048	2.638
TEV34	Student Outcomes Reflect Performance	2.605	2.510	1.925	1.836	2.738	2.279
TEV Total Averages		2.879	2.787	2.188	2.062	2.911	2.616
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.704	2.620	2.071	2.109	2.684	2.787
PEV36	Well-Trained Evaluators	3.126	3.036	2.600	2.392	3.025	3.375
PEV37	Teachers Have Enough Selection Input	2.305	2.302	1.925	1.985	1.915	2.351
PEV38	Peer Evaluation Used Formatively	2.394	2.575	2.299	2.132	1.821	1.878
PEV39	Peer Evaluation Used Summatively	2.518	2.512	2.380	2.321	2.471	2.533
PEV40	Staff Cooperation Encouraged	2.780	2.654	2.314	1.904	2.595	2.727
PEV Total Averages		2.667	2.619	2.199	2.084	2.466	2.619

Table 9 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.872	2.785	2.550	2.220	2.713	2.613
CLP42	Advancement Criteria Understood	3.090	2.857	2.666	2.249	2.970	2.586
CLP43	Can Stay at Same Level	3.039	2.925	2.518	2.289	3.101	2.852
CLP44	Challenging CLP Criteria	2.675	2.619	1.880	1.892	2.562	2.667
CLP45	Evaluation Material Standards	2.934	2.699	2.646	2.246	2.887	2.535
CLP46	Adequate Materials Assistance	2.876	2.689	2.674	2.184	2.900	2.363
CLP47	Outside Advancement Opportunities	3.044	2.940	2.543	2.326	3.070	2.903
CLP48	Teachers Involved in CLP Development	2.894	2.746	2.420	2.158	2.844	2.710
CLP49	Net Positive Benefits of Top Responsblts.	2.735	2.644	2.118	1.956	2.854	2.714
CLP50	Clear Personnel Criteria	2.520	2.352	2.131	1.813	2.515	2.287
CLP51	Top Responsibilities Appropriate	2.935	2.930	2.340	2.282	2.883	2.763
CLP52	Enough Trained Personnel	2.967	2.807	2.459	2.139	2.664	2.414
CLP53	Teacher Input on Revisions	2.824	2.682	2.408	2.132	2.741	2.556
	CLP Total Averages	2.872	2.738	2.391	2.125	2.830	2.585
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.278	3.160	3.000	3.039	3.067	3.147
CLIM55	Feel Successful in Job	3.508	3.438	3.443	3.327	3.413	3.400
CLIM56	Feel Rewarded in Job	3.005	2.847	2.603	2.450	2.769	2.625
CLIM57	Work Has Clear Purpose	3.524	3.493	3.515	3.385	3.536	3.453
CLIM58	Get Progress Feedback	2.893	2.809	2.674	2.641	2.818	2.705
CLIM59	Cooperative Work Environment	3.263	3.254	3.101	3.086	3.074	3.168
CLIM60	Good Leadership Models	3.176	3.128	2.874	2.858	2.963	2.918
CLIM61	Free of Stress Environment	2.168	2.181	2.246	2.044	2.234	2.108
CLIM62	Job Function Important	3.411	3.384	3.364	3.285	3.319	3.364
CLIM63	Secure in Job Status	3.357	3.348	3.283	3.150	3.307	3.373
CLIM64	Goals Clearly Communicated	3.043	2.994	2.850	2.725	2.926	2.785
CLIM65	Strong Social Network	2.874	2.850	2.713	2.719	2.735	2.699
CLIM66	Communication Level Feels Good	2.862	2.854	2.676	2.629	2.704	2.717
	CLIM Total Averages	3.101	3.057	2.944	2.849	2.988	2.963
	Total Across All PAS Items	2.924	2.813	2.450	2.271	2.869	2.675

Table 10

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.849	2.729	1.812	1.695	2.856	2.714
GEN15	Retain Most Competent Teachers	2.729	2.597	1.621	1.555	2.708	2.576
GEN16	Will Improve Instruction	3.007	2.811	1.881	1.779	3.016	2.854
GEN17	Student Progress Improved	2.877	2.671	1.814	1.696	2.870	2.711
GEN18	Encourage Teacher Cooperation	2.670	2.457	1.670	1.547	2.745	2.581
GEN19	Improve Teacher Morale	2.526	2.193	1.490	1.398	2.443	2.267
GEN20	Improve Perceived Professional Status	2.832	2.718	1.904	1.882	2.835	2.789
GEN21	Money Rewards Available	3.423	3.111	2.812	2.406	3.370	3.120
GEN22	Intrinsic Rewards Available	2.702	2.592	1.801	1.720	2.692	2.536
GEN23	Goals Clearly Communicated	2.872	2.732	2.525	2.328	3.121	2.848
GEN Total Averages		2.847	2.660	1.957	1.824	2.863	2.700
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	2.762	2.653	2.509	2.274	3.162	2.927
STF25	Administrators Well Trained	2.940	2.678	2.486	2.329	2.999	2.857
STF26	Peer Evaluators Well Trained	2.984	2.739	2.433	2.179	3.135	2.953
STF27	Adequate Teacher Skills Resources	2.994	2.791	2.599	2.187	3.050	2.854
STF Total Averages		2.879	2.679	2.492	2.240	3.066	2.0869
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	3.006	2.839	2.436	2.292	3.086	2.943
TEV29	Administrators Fairly Evaluate	3.022	2.832	2.331	2.169	3.096	3.016
TEV30	Consistent Evaluation Procedures	2.609	2.587	2.043	1.901	2.726	2.606
TEV31	Evaluation Time Sufficient	2.852	2.731	2.183	1.972	2.898	2.894
TEV32	Time Worth Benefits Gained	2.906	2.536	1.658	1.593	2.954	2.774
TEV33	Right Achievement Emphasis	2.914	2.755	2.018	1.989	3.036	2.848
TEV34	Student Outcomes Reflect Performance	2.581	2.382	1.746	1.679	2.651	2.511
TEV Total Averages		2.816	2.623	2.016	1.915	2.914	2.788
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.628	2.466	1.953	2.000	2.751	2.688
PEV36	Well-Trained Evaluators	2.925	2.896	2.452	2.388	3.192	3.084
PEV37	Teachers Have Enough Selection Input	2.360	2.447	1.852	1.868	2.256	2.285
PEV38	Peer Evaluation Used Formatively	2.655	2.609	2.127	2.011	2.302	2.480
PEV39	Peer Evaluation Used Summatively	2.673	2.425	2.245	2.207	2.504	2.540
PEV40	Staff Cooperation Encouraged	2.677	2.549	1.867	1.786	2.802	2.696
PEV Total Averages		2.680	2.536	2.064	1.996	2.659	2.629

Table 10 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.889	2.543	2.374	2.165	2.896	2.801
CLP42	Advancement Criteria Understood	2.994	2.649	2.556	2.221	3.114	2.839
CLP43	Can Stay at Same Level	2.962	2.802	2.437	2.163	3.058	2.941
CLP44	Challenging CLP Criteria	2.625	2.632	1.682	1.680	2.693	2.622
CLP45	Evaluation Material Standards	2.981	2.686	2.522	2.149	2.939	2.687
CLP46	Adequate Materials Assistance	2.924	2.552	2.564	2.137	2.887	2.663
CLP47	Outside Advancement Opportunities	3.063	2.801	2.405	2.209	3.069	2.960
CLP48	Teachers Involved in CLP Development	2.885	2.656	2.308	2.028	2.906	2.761
CLP49	Net Positive Benefits of Top Responsblts.	2.806	2.614	1.915	1.774	2.754	2.664
CLP50	Clear Personnel Criteria	2.581	2.199	2.003	1.732	2.523	2.354
CLP51	Top Responsibilities Appropriate	2.967	2.836	2.170	2.130	2.942	2.926
CLP52	Enough Trained Personnel	2.953	2.645	2.352	2.068	2.952	2.775
CLP53	Teacher Input on Revisions	2.842	2.581	2.261	2.027	2.832	2.683
	CLP Total Averages	2.842	2.621	2.259	2.004	2.888	2.734
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.258	3.052	2.871	2.976	3.282	3.192
CLIM55	Feel Successful in Job	3.492	3.376	3.371	3.266	3.512	3.455
CLIM56	Feel Rewarded in Job	2.940	2.736	2.439	2.352	3.024	2.844
CLIM57	Work Has Clear Purpose	3.543	3.451	3.452	3.320	3.537	3.500
CLIM58	Get Progress Feedback	2.865	2.787	2.611	2.508	2.891	2.811
CLIM59	Cooperative Work Environment	3.240	3.119	3.010	3.071	3.264	3.265
CLIM60	Good Leadership Models	3.158	3.040	2.781	2.762	3.158	3.126
CLIM61	Free of Stress Environment	2.277	2.160	2.118	1.987	2.194	2.183
CLIM62	Job Function Important	3.391	3.313	3.307	3.246	3.417	3.407
CLIM63	Secure in Job Status	3.246	3.234	3.277	3.116	3.381	3.366
CLIM64	Goals Clearly Communicated	3.013	2.914	2.762	2.698	3.058	2.978
CLIM65	Strong Social Network	2.866	2.804	2.634	2.691	2.872	2.844
CLIM66	Communication Level Feels Good	2.857	2.820	2.591	2.544	2.854	2.853
	CLIM Total Averages	3.090	2.976	2.857	2.788	3.108	3.063
	Total Across All PAS Items	2.889	2.694	2.303	2.153	2.941	2.814

Table 11

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10 +		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.163	2.118	2.813	2.587	2.820	2.785	2.863	2.777	2.197	2.145	-	-
GEN15	Retain Most Competent Teachers	2.022	1.949	2.669	2.484	2.633	2.612	2.689	2.661	2.028	1.987	-	-
GEN16	Will Improve Instruction	2.240	2.155	2.951	2.713	3.012	2.924	3.121	3.077	2.293	2.138	-	-
GEN17	Student Progress Improved	2.175	2.060	2.807	2.590	2.882	2.776	2.945	2.863	2.173	2.039	-	-
GEN18	Encourage Teacher Cooperation	1.955	1.895	2.685	2.448	2.743	2.593	2.885	2.768	2.114	1.867	-	-
GEN19	Improve Teacher Morale	1.825	1.719	2.444	2.175	2.360	2.267	2.485	2.393	1.901	1.571	-	-
GEN20	Improve Perceived Professional Status	2.219	2.201	2.774	2.706	2.797	2.799	2.930	2.804	2.288	2.311	-	-
GEN21	Money Rewards Available	3.088	2.758	3.362	3.038	3.171	3.041	3.382	3.182	3.067	2.680	-	-
GEN22	Intrinsic Rewards Available	2.114	2.043	2.635	2.437	2.640	2.605	2.814	2.675	2.110	2.000	-	-
GEN23	Goals Clearly Communicated	2.602	2.442	3.049	2.751	3.121	2.882	3.244	3.117	2.565	2.400	-	-
GEN Total Averages		2.255	2.155	2.819	2.591	2.811	2.730	2.927	2.835	2.289	2.130	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.532	2.289	3.047	2.790	3.211	3.015	3.312	3.349	2.381	2.132	-	-
STF25	Administrators Well Trained	2.542	2.370	2.929	2.739	3.111	2.985	3.188	3.198	2.703	2.360	-	-
STF26	Peer Evaluators Well Trained	2.538	2.329	3.021	2.668	3.132	2.941	3.368	3.463	2.200	2.261	-	-
STF27	Adequate Teacher Skills Resources	2.727	2.411	2.971	2.725	3.124	2.926	3.172	3.224	2.689	2.105	-	-
STF Total Averages		2.588	2.336	2.980	2.734	3.118	2.972	3.237	3.270	2.467	2.177	-	-

Table 11 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.631	2.419	3.016	2.866	3.107	2.991	3.188	3.088	2.628	2.649	-	-
TEV29	Administrators Fairly Evaluate	2.525	2.413	3.046	2.942	3.087	2.973	3.206	3.169	2.450	2.449	-	-
TEV30	Consistent Evaluation Procedures	2.274	2.093	2.615	2.497	2.777	2.619	2.776	2.995	2.275	2.232	-	-
TEV31	Evaluation Time Sufficient	2.356	2.165	2.781	2.690	3.034	3.099	3.127	3.394	2.475	2.241	-	-
TEV32	Time Worth Benefits Gained	2.070	1.968	2.883	2.623	2.859	2.773	3.035	2.953	2.114	1.885	-	-
TEV33	Right Achievement Emphasis	2.348	2.241	3.009	2.799	2.938	2.877	3.021	2.840	2.235	2.250	-	-
TEV34	Student Outcomes Reflect Performance	1.995	1.948	2.600	2.428	2.604	2.590	2.735	2.541	1.950	1.847	-	-
TEV Total Averages		2.269	2.154	2.845	2.675	2.900	2.839	3.003	2.993	2.195	2.179	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.100	2.062	2.574	2.498	2.853	2.541	2.919	3.070	1.692	2.125	-	-
PEV36	Well-Trained Evaluators	2.587	2.417	3.025	2.795	3.227	3.052	3.277	3.562	2.200	2.714	-	-
PEV37	Teachers Have Enough Selection Input	1.926	2.051	2.240	2.207	2.579	2.296	2.007	2.425	2.091	2.059	-	-
PEV38	Peer Evaluation Used Formatively	2.176	2.020	2.334	2.427	2.636	2.769	2.171	2.496	2.778	2.286	-	-
PEV39	Peer Evaluation Used Summatively	2.350	2.529	2.649	2.610	2.375	2.337	2.448	2.241	2.100	2.400	-	-
PEV40	Staff Cooperation Encouraged	1.996	1.869	2.664	2.469	2.958	2.694	2.890	3.023	2.235	2.294	-	-
PEV Total Averages		2.181	2.135	2.609	2.503	2.792	2.597	2.667	2.821	2.156	2.268	-	-

Table 11 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.583	2.319	2.894	2.755	2.886	2.778	2.698	2.673	2.486	2.273	-	-
CLP42	Advancement Criteria Understood	2.735	2.362	3.069	2.714	3.081	2.917	3.114	3.146	2.729	2.266	-	-
CLP43	Can Stay at Same Level	2.614	2.422	3.070	2.895	2.927	2.847	3.015	3.011	2.745	2.421	-	-
CLP44	Challenging CLP Criteria	1.983	2.006	2.666	2.516	2.654	2.718	2.688	2.836	1.940	2.016	-	-
CLP45	Evaluation Material Standards	2.680	2.310	2.902	2.604	3.000	2.782	2.973	2.874	2.610	2.316	-	-
CLP46	Adequate Materials Assistance	2.704	2.281	2.860	2.567	2.898	2.727	2.939	2.920	2.660	2.123	-	-
CLP47	Outside Advancement Opportunities	2.652	2.492	3.028	2.850	3.015	2.936	3.071	3.117	2.681	2.536	-	-
CLP48	Teachers Involved in CLP Development	2.521	2.267	2.904	2.681	2.838	2.716	2.820	2.920	2.500	2.175	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.208	2.084	2.714	2.553	2.790	2.685	2.780	2.889	2.065	2.051	-	-
CLP50	Clear Personnel Criteria	2.122	1.894	2.463	2.203	2.666	2.528	2.653	2.660	2.250	1.783	-	-
CLP51	Top Responsibilities Appropriate	2.405	2.380	2.933	2.858	2.924	2.908	2.914	3.063	2.578	2.392	-	-
CLP52	Enough Trained Personnel	2.615	2.236	2.912	2.679	2.982	2.902	2.872	2.933	2.587	2.066	-	-
CLP53	Teacher Input on Revisions	2.510	2.248	2.815	2.591	2.784	2.712	2.793	2.883	2.438	2.117	-	-
	CLP Total Averages	2.480	2.226	2.859	2.637	2.868	2.775	2.849	2.912	2.415	2.166	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.026	3.083	3.263	3.139	3.229	3.120	3.279	3.296	3.081	2.974	-	-
CLIM55	Feel Successful in Job	3.474	3.406	3.519	3.407	3.449	3.410	3.455	3.495	3.338	3.260	-	-
CLIM56	Feel Rewarded in Job	2.647	2.571	2.990	2.758	2.905	2.836	3.064	3.016	2.750	2.355	-	-
CLIM57	Work Has Clear Purpose	3.529	3.432	3.539	3.471	3.470	3.434	3.562	3.594	3.427	3.385	-	-

Table 11 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.651	2.593	2.851	2.724	2.918	2.874	3.113	3.189	2.764	2.635	-	-
CLIM59	Cooperative Work Environment	3.103	3.092	3.244	3.252	3.259	3.163	3.251	3.418	3.093	3.038	-	-
CLIM60	Good Leadership Models	2.862	2.858	3.138	3.071	3.183	3.118	3.249	3.403	3.028	2.667	-	-
CLIM61	Free of Stress Environment	2.177	2.197	2.233	2.177	2.133	2.099	2.121	2.117	2.243	1.821	-	-
CLIM62	Job Function Important	3.370	3.356	3.416	3.368	3.368	3.357	3.368	3.424	3.365	3.234	-	-
CLIM63	Secure in Job Status	3.330	3.264	3.386	3.360	3.225	3.206	3.318	3.369	3.320	3.078	-	-
CLIM64	Goals Clearly Communicated	2.847	2.801	3.037	2.950	3.031	2.944	3.034	3.138	2.986	2.474	-	-
CLIM65	Strong Social Network	2.680	2.714	2.844	2.834	2.887	2.833	2.946	2.948	2.907	2.571	-	-
CLIM66	Communication Level Feels Good	2.658	2.680	2.840	2.807	2.860	2.865	2.866	2.984	2.878	2.427	-	-
CLIM Total Averages		2.942	2.906	3.099	3.022	3.071	3.018	3.117	3.186	3.015	2.777	-	-
Total Averages Across ALL PAS Items		2.490	2.342	2.901	2.717	2.934	2.851	2.972	3.004	2.526	2.312	-	-

Table 12

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.710	2.596	3.016	2.990	2.724	2.212	2.687	2.571	2.846	2.478	-	-
GEN15	Retain Most Competent Teachers	2.537	2.478	2.912	2.844	2.645	2.109	2.542	2.402	2.787	2.347	-	-
GEN16	Will Improve Instruction	2.843	2.708	3.251	3.289	2.921	2.373	2.964	2.860	3.056	2.380	-	-
GEN17	Student Progress Improved	2.722	2.581	3.071	3.036	2.658	2.281	2.821	2.703	2.943	2.377	-	-
GEN18	Encourage Teacher Cooperation	2.580	2.398	2.879	2.974	2.855	2.260	2.963	2.642	2.800	2.141	-	-
GEN19	Improve Teacher Morale	2.325	2.146	2.571	2.589	2.494	1.833	2.386	2.297	2.504	1.986	-	-
GEN20	Improve Perceived Professional Status	2.674	2.679	3.007	3.021	2.803	2.421	2.793	2.685	2.893	2.478	-	-
GEN21	Money Rewards Available	3.247	3.026	3.473	3.433	3.253	2.634	3.298	2.787	3.416	2.867	-	-
GEN22	Intrinsic Rewards Available	2.530	2.427	2.916	3.015	2.726	2.189	2.605	2.376	2.697	2.125	-	-
GEN23	Goals Clearly Communicated	3.020	2.775	3.208	3.094	2.962	2.359	3.159	2.937	3.163	2.712	-	-
GEN Total Averages		2.719	2.583	3.020	3.030	2.796	2.266	2.819	2.637	2.910	2.375	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.030	2.846	3.324	3.313	2.921	2.421	3.321	2.968	3.256	2.500	-	-
STF25	Administrators Well Trained	2.926	2.797	3.103	3.129	2.959	2.515	3.250	3.080	3.018	2.484	-	-
STF26	Peer Evaluators Well Trained	2.785	2.572	3.348	3.478	3.103	2.286	3.352	3.146	3.393	2.600	-	-
STF27	Adequate Teacher Skills Resources	2.966	2.776	3.030	3.146	3.149	2.417	3.167	3.121	3.273	2.446	-	-
STF Total Averages		2.952	2.785	3.193	3.241	2.967	2.422	3.252	3.036	3.172	2.450	-	-

Table 12 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	3.008	2.899	3.107	3.131	3.026	2.580	3.050	2.851	3.086	2.543	-	-
TEV29	Administrators Fairly Evaluate	3.002	2.932	3.200	3.157	3.039	2.700	3.103	3.022	3.138	2.576	-	-
TEV30	Consistent Evaluation Procedures	2.561	2.480	2.864	3.062	2.838	2.265	2.848	2.811	2.879	2.343	-	-
TEV31	Evaluation Time Sufficient	2.789	2.797	3.013	3.132	2.776	2.470	3.103	3.054	3.098	2.424	-	-
TEV32	Time Worth Benefits Gained	2.781	2.659	3.093	3.061	2.827	2.036	2.722	2.645	2.991	2.275	-	-
TEV33	Right Achievement Emphasis	2.932	2.800	3.064	2.984	2.859	2.619	3.000	2.663	2.918	2.476	-	-
TEV34	Student Outcomes Reflect Performance	2.523	2.442	2.788	2.665	2.743	2.211	2.545	2.292	2.639	2.219	-	-
TEV Total Averages		2.786	2.708	3.000	2.998	2.839	2.373	2.893	2.762	2.940	2.366	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.414	2.348	2.891	3.026	2.550	2.308	2.810	2.792	2.837	2.333	-	-
PEV36	Well-Trained Evaluators	2.781	2.637	3.317	3.529	3.063	2.538	3.015	3.257	3.393	2.692	-	-
PEV37	Teachers Have Enough Selection Input	2.188	2.128	2.149	2.453	2.429	2.286	2.581	2.385	2.532	1.893	-	-
PEV38	Peer Evaluation Used Formatively	2.468	2.459	2.013	2.302	2.875	2.308	2.783	3.082	2.436	2.524	-	-
PEV39	Peer Evaluation Used Summatively	2.553	2.510	2.498	2.485	2.357	2.391	2.508	2.286	2.616	2.143	-	-
PEV40	Staff Cooperation Encouraged	2.456	2.326	2.800	2.981	2.789	2.185	3.092	3.026	2.905	2.560	-	-
PEV Total Averages		2.485	2.416	2.659	2.807	2.797	2.421	2.814	2.817	2.817	2.336	-	-

Table 12 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		10+	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.852	2.756	2.945	2.827	2.842	2.511	2.543	2.410	2.775	2.612	-	-
CLP42	Advancement Criteria Understood	3.023	2.768	3.174	3.101	3.000	2.387	3.100	3.011	3.087	2.582	-	-
CLP43	Can Stay at Same Level	2.991	2.868	3.105	3.027	2.844	2.613	2.863	2.831	3.091	2.717	-	-
CLP44	Challenging CLP Criteria	2.572	2.513	2.840	2.856	2.760	2.465	2.610	2.708	2.661	2.391	-	-
CLP45	Evaluation Material Standards	2.877	2.639	3.020	2.894	3.026	2.418	2.896	2.761	3.064	2.516	-	-
CLP46	Adequate Materials Assistance	2.827	2.613	2.969	2.900	2.915	2.294	2.893	2.681	3.027	2.369	-	-
CLP47	Outside Advancement Opportunities	2.939	2.862	3.219	3.115	3.014	2.615	3.068	2.859	3.071	2.877	-	-
CLP48	Teachers Involved in CLP Development	2.808	2.684	2.993	3.041	2.848	2.281	2.974	2.602	3.009	2.500	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.648	2.529	2.853	2.935	2.788	2.277	2.743	2.709	2.783	2.517	-	-
CLP50	Clear Personnel Criteria	2.430	2.254	2.671	2.757	2.339	1.858	2.867	2.421	2.717	2.109	-	-
CLP51	Top Responsibilities Appropriate	2.858	2.867	2.947	3.067	2.886	2.528	3.042	2.821	3.000	2.754	-	-
CLP52	Enough Trained Personnel	2.898	2.736	2.838	2.870	2.915	2.256	3.093	2.856	3.098	2.597	-	-
CLP53	Teacher Input on Revisions	2.734	2.623	2.915	2.948	2.838	2.227	2.821	2.640	2.991	2.387	-	-
	CLP Total Averages	2.802	2.663	2.943	2.937	2.837	2.312	2.838	2.721	2.930	2.470	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.233	3.160	3.235	3.285	3.210	2.926	3.337	3.126	3.358	2.847	-	-
CLIM55	Feel Successful in Job	3.490	3.437	3.476	3.547	3.438	3.228	3.506	3.221	3.508	3.384	-	-
CLIM56	Feel Rewarded in Job	2.906	2.772	3.079	3.128	3.013	2.415	2.963	2.766	3.180	2.644	-	-
CLIM57	Work Has Clear Purpose	3.501	3.487	3.584	3.567	3.562	3.365	3.427	3.442	3.683	3.472	-	-

Table 12 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.825	2.764	3.026	3.095	2.833	2.551	3.074	3.032	3.137	2.690	-	-
CLIM59	Cooperative Work Environment	3.222	3.241	3.264	3.296	3.309	2.925	3.289	3.389	3.344	3.125	-	-
CLIM60	Good Leadership Models	3.116	3.078	3.196	3.237	3.222	2.844	3.321	3.263	3.169	3.000	-	-
CLIM61	Free of Stress Environment	2.172	2.167	2.240	2.265	2.457	1.788	2.157	2.063	2.244	2.070	-	-
CLIM62	Job Function Important	3.393	3.405	3.385	3.355	3.494	3.181	3.305	3.358	3.476	3.366	-	-
CLIM63	Secure in Job Status	3.331	3.376	3.371	3.378	3.275	3.122	3.241	3.000	3.496	3.306	-	-
CLIM64	Goals Clearly Communicated	3.007	2.977	3.023	3.106	3.037	2.572	3.131	3.021	3.113	2.833	-	-
CLIM65	Strong Social Network	2.843	2.836	2.843	2.984	3.065	2.593	2.940	2.862	2.943	2.750	-	-
CLIM66	Communication Level Feels Good	2.798	2.826	2.871	2.979	3.000	2.514	3.073	2.868	2.983	2.700	-	-
CLIM Total Averages		3.062	3.035	3.119	3.171	3.152	2.774	3.144	3.034	3.203	2.925	-	-
Total Averages Across ALL PAS Items		2.850	2.740	2.991	3.032	2.907	2.417	2.948	2.817	2.992	2.510	-	-

Table 13

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.945	2.957	3.048	2.864	2.886	2.491	2.696	2.316	2.583	2.667
GEN15	Retain Most Competent Teachers	2.796	2.784	2.841	2.738	2.689	2.466	2.680	2.050	2.389	2.480
GEN16	Will Improve Instruction	3.073	3.060	3.111	3.159	2.822	2.542	2.692	2.400	2.892	2.692
GEN17	Student Progress Improved	2.926	2.940	3.000	3.065	2.674	2.448	2.667	2.200	2.833	2.615
GEN18	Encourage Teacher Cooperation	2.732	2.680	2.750	2.781	2.545	2.233	2.261	2.000	2.595	2.292
GEN19	Improve Teacher Morale	2.407	2.347	2.587	2.500	2.468	2.117	2.458	1.722	2.333	2.083
GEN20	Improve Perceived Professional Status	2.804	3.000	2.813	2.902	2.800	2.517	2.478	2.438	2.703	2.583
GEN21	Money Rewards Available	3.375	3.241	3.313	3.391	3.277	2.967	3.481	2.947	3.378	3.115
GEN22	Intrinsic Rewards Available	2.839	2.784	2.984	2.797	2.750	2.362	2.458	2.211	2.417	2.280
GEN23	Goals Clearly Communicated	3.109	2.843	3.222	3.125	3.319	2.898	3.333	3.050	2.861	2.320
GEN Total Averages		2.913	2.863	2.965	2.926	2.808	2.510	2.776	2.345	2.703	2.532
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	3.037	3.122	3.377	3.460	3.298	2.869	3.385	3.053	3.030	2.320
STF25	Administrators Well Trained	3.058	3.000	3.281	3.242	3.261	2.767	3.308	2.684	2.969	2.417
STF26	Peer Evaluators Well Trained	3.217	3.094	3.344	3.300	3.333	2.774	3.235	3.250	3.333	2.250
STF27	Adequate Teacher Skills Resources	3.018	3.047	3.300	3.279	3.217	2.917	3.269	3.000	2.824	2.609
STF Total Averages		3.053	3.021	3.304	3.293	3.261	2.877	3.321	2.934	2.914	2.427

Table 13 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	3.091	3.078	3.017	3.197	3.200	2.741	3.000	2.944	3.000	2.731
TEV29	Administrators Fairly Evaluate	3.074	3.298	3.271	3.304	3.190	2.911	3.360	3.100	2.844	2.708
TEV30	Consistent Evaluation Procedures	2.811	2.917	2.903	2.864	2.930	2.500	2.880	2.333	2.472	2.333
TEV31	Evaluation Time Sufficient	2.868	2.860	3.203	3.133	3.048	2.772	3.160	2.789	3.031	2.400
TEV32	Time Worth Benefits Gained	2.981	2.771	2.902	2.931	2.818	2.393	2.920	2.444	2.886	2.769
TEV33	Right Achievement Emphasis	2.827	2.956	2.825	3.038	2.824	2.623	3.000	2.588	2.848	2.462
TEV34	Student Outcomes Reflect Performance	2.795	2.650	2.824	2.881	2.389	2.362	2.545	2.429	2.667	2.320
TEV Total Averages		2.917	2.899	2.975	3.060	2.937	2.615	2.978	2.622	2.783	2.540
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.435	2.920	2.769	3.125	2.762	2.478	2.846	2.909	3.250	2.600
PEV36	Well-Trained Evaluators	3.091	3.100	3.042	3.375	3.348	2.783	3.429	3.222	3.667	3.000
PEV37	Teachers Have Enough Selection Input	2.409	2.450	2.423	2.727	2.682	1.895	2.750	3.000	3.000	2.800
PEV38	Peer Evaluation Used Formatively	2.522	2.667	2.565	2.500	2.474	2.333	2.286	1.714	2.500	2.750
PEV39	Peer Evaluation Used Summatively	2.474	2.444	2.105	2.435	2.500	2.333	2.692	2.500	2.400	2.000
PEV40	Staff Cooperation Encouraged	2.773	3.150	2.643	3.043	2.700	2.130	2.692	2.667	2.750	3.000
PEV Total Averages		2.676	2.712	2.601	2.919	2.806	2.381	2.755	2.518	2.867	2.820

Table 13 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	3.098	3.231	3.305	3.136	3.359	2.849	3.167	2.316	3.069	2.905
CLP42	Advancement Criteria Understood	3.145	2.978	3.131	3.180	3.174	2.881	3.269	2.800	2.857	2.391
CLP43	Can Stay at Same Level	3.038	3.000	3.213	3.217	3.195	2.946	3.077	2.889	2.794	2.609
CLP44	Challenging CLP Criteria	2.745	2.863	2.721	2.672	2.622	2.456	2.692	2.056	2.629	2.435
CLP45	Evaluation Material Standards	3.020	2.980	3.050	2.934	3.023	2.772	3.160	2.444	2.939	2.652
CLP46	Adequate Materials Assistance	3.000	2.780	3.117	3.048	3.095	2.932	3.308	2.895	2.943	2.545
CLP47	Outside Advancement Opportunities	3.264	3.064	3.383	3.295	3.205	2.897	3.200	2.667	3.086	3.091
CLP48	Teachers Involved in CLP Development	3.226	3.216	3.133	3.387	3.386	2.847	3.192	2.882	2.806	2.739
CLP49	Net Positive Benefits of Top Responsblts	3.042	3.091	2.849	3.018	2.868	2.569	2.545	2.375	2.750	2.318
CLP50	Clear Personnel Criteria	2.571	2.804	2.706	2.607	2.575	2.367	2.571	2.417	2.391	2.294
CLP51	Top Responsibilities Appropriate	3.208	3.167	3.054	3.036	2.927	2.927	3.174	2.833	2.667	2.708
CLP52	Enough Trained Personnel	3.140	2.854	3.103	3.085	3.263	2.842	3.200	2.611	3.000	2.696
CLP53	Teacher Input on Revisions	3.184	2.900	3.125	3.214	3.275	2.860	3.120	2.765	2.788	2.625
	CLP Total Averages	3.034	2.937	3.042	3.086	3.047	2.783	3.065	2.660	2.814	2.640
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.244	3.146	3.432	3.500	3.250	3.116	3.294	3.231	3.333	3.609
CLIM55	Feel Successful in Job	3.378	3.293	3.500	3.600	3.393	3.279	3.647	3.538	3.531	3.583
CLIM56	Feel Rewarded in Job	3.089	3.000	3.273	3.000	3.107	2.953	3.294	2.462	3.000	2.792
CLIM57	Work Has Clear Purpose	3.422	3.450	3.628	3.650	3.556	3.429	3.765	3.538	3.424	3.542

Table 13 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.909	3.000	3.119	3.105	2.893	2.548	3.176	2.923	3.061	2.833
CLIM59	Cooperative Work Environment	3.400	3.268	3.381	3.500	3.429	3.465	3.471	3.385	3.545	3.333
CLIM60	Good Leadership Models	3.395	3.231	3.349	3.550	3.462	3.372	3.118	3.308	3.273	3.125
CLIM61	Free of Stress Environment	2.409	2.308	2.651	2.550	2.778	2.581	2.706	2.154	2.441	1.792
CLIM62	Job Function Important	3.548	3.150	3.714	3.625	3.500	3.381	3.588	3.462	3.545	3.292
CLIM63	Secure in Job Status	3.326	3.225	3.381	3.550	3.464	3.442	3.353	3.538	3.394	3.375
CLIM64	Goals Clearly Communicated	3.070	3.077	3.143	3.436	3.393	3.190	3.412	3.000	3.156	2.750
CLIM65	Strong Social Network	2.952	2.825	2.953	3.231	3.107	3.024	3.059	2.769	3.094	2.875
CLIM66	Communication Level Feels Good	2.857	2.829	3.024	3.108	3.143	2.949	3.118	2.692	2.871	2.958
CLIM Total Averages		3.155	3.023	3.269	3.346	3.248	3.142	3.308	3.077	3.196	3.064
Total Averages Across ALL PAS Items		2.971	2.926	3.068	3.093	3.040	2.764	3.029	2.690	2.888	2.638

Table 14

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.961	2.781	2.884	2.914	3.000	2.611	2.652	2.067	2.684	2.840	-	-
GEN15	Retain Most Competent Teachers	2.740	2.635	2.795	2.794	2.952	2.500	2.565	2.000	2.474	2.577	-	-
GEN16	Will Improve Instruction	2.974	2.849	2.932	3.027	3.000	3.000	2.783	2.438	2.921	2.852	-	-
GEN17	Student Progress Improved	2.851	2.778	2.932	2.743	2.810	3.000	2.565	2.353	2.892	2.778	-	-
GEN18	Encourage Teacher Cooperation	2.610	2.554	2.614	2.474	2.700	2.529	2.522	1.941	2.737	2.385	-	-
GEN19	Improve Teacher Morale	2.449	2.192	2.465	2.611	2.550	2.222	2.250	2.000	2.514	2.269	-	-
GEN20	Improve Perceived Professional Status	2.778	2.826	2.732	2.833	2.700	2.722	2.583	2.400	2.763	2.640	-	-
GEN21	Money Rewards Available	3.305	3.307	3.364	3.359	3.286	3.389	3.087	2.563	3.395	3.148	-	-
GEN22	Intrinsic Rewards Available	2.808	2.658	2.810	2.583	2.762	2.556	2.565	2.353	2.526	2.462	-	-
GEN23	Goals Clearly Communicated	3.275	3.066	3.205	3.054	3.238	3.059	3.000	2.412	3.053	2.615	-	-
GEN Total Averages		2.879	2.757	2.873	2.834	2.906	2.752	2.633	2.280	2.810	2.665	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.317	3.333	3.167	3.057	3.350	2.941	3.217	2.706	3.200	2.577	-	-
STF25	Administrators Well Trained	3.238	3.145	3.231	2.971	3.238	2.933	3.130	2.353	3.059	2.680	-	-
STF26	Peer Evaluators Well Trained	3.260	3.289	3.476	3.353	3.286	3.143	3.091	2.222	3.455	2.286	-	-
STF27	Adequate Teacher Skills Resources	3.225	3.342	3.220	3.083	3.048	3.063	2.826	2.471	2.861	2.760	-	-
STF Total Averages		3.270	3.285	3.174	3.020	3.202	3.005	3.091	2.500	3.009	2.651	-	-

Table 14 (Cont'd. - Page 2)

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question	1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:												
TEV28 Performance Levels Clearly Defined	3.100	3.107	2.976	2.865	2.952	3.000	2.913	2.938	3.000	2.923	-	-
TEV29 Administrators Fairly Evaluate	3.079	3.306	3.300	3.172	3.211	3.500	3.087	2.750	2.879	2.917	-	-
TEV30 Consistent Evaluation Procedures	2.848	2.800	2.846	2.636	2.789	3.231	2.565	2.250	2.676	2.625	-	-
TEV31 Evaluation Time Sufficient	2.949	3.013	3.054	2.857	2.895	3.214	3.200	2.375	3.200	2.680	-	-
TEV32 Time Worth Benefits Gained	2.859	2.792	3.000	2.656	2.762	2.786	2.682	2.688	2.944	2.846	-	-
TEV33 Right Achievement Emphasis	2.859	2.905	2.789	2.824	2.944	2.867	2.524	2.375	2.912	2.680	-	-
TEV34 Student Outcomes Reflect Performance	2.631	2.692	2.871	2.704	2.824	2.500	2.211	2.357	2.636	2.542	-	-
TEV Total Averages	2.903	2.919	2.949	2.792	2.892	2.978	2.743	2.536	2.861	2.756	-	-
Peer Evaluation Concepts:												
PEV35 Chosen for Top Qualifications	2.756	2.975	2.850	3.000	2.833	3.200	2.286	2.375	3.714	2.667	-	-
PEV36 Well-Trained Evaluators	3.152	3.308	3.368	3.400	3.286	3.200	3.000	2.714	4.000	3.333	-	-
PEV37 Teachers Have Enough Selection Input	2.609	2.500	2.444	2.267	2.833	3.000	1.875	2.000	3.500	3.000	-	-
PEV38 Peer Evaluation Used Formatively	2.217	2.333	2.529	2.692	3.000	3.250	2.125	2.143	2.857	3.000	-	-
PEV39 Peer Evaluation Used Summatively	2.171	2.514	2.882	3.000	3.000	2.250	2.143	2.000	2.857	2.500	-	-
PEV40 Staff Cooperation Encouraged	2.659	3.135	2.737	2.688	3.286	2.833	2.250	2.000	3.333	2.500	-	-
PEV Total Averages	2.610	2.837	2.755	2.763	3.221	2.936	2.296	2.083	3.319	3.000	-	-

Table 14 (Cont'd. - Page 3)

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	3.299	3.200	3.211	2.581	3.263	3.214	3.000	2.813	3.143	3.182	-	-
CLP42	Advancement Criteria Understood	3.136	3.189	3.233	2.943	3.048	2.824	3.000	2.400	3.028	2.542	-	-
CLP43	Can Stay at Same Level	3.135	3.171	3.143	3.152	3.150	3.133	2.909	2.400	2.889	2.708	-	-
CLP44	Challenging CLP Criteria	2.658	2.639	2.825	2.694	2.600	2.412	2.682	2.267	2.611	2.583	-	-
CLP45	Evaluation Material Standards	2.923	3.067	3.122	2.824	3.000	3.000	3.136	2.563	3.030	2.792	-	-
CLP46	Adequate Materials Assistance	3.000	3.162	3.190	3.000	3.158	3.176	2.913	2.588	2.973	2.696	-	-
CLP47	Outside Advancement Opportunities	3.213	3.301	3.429	3.353	3.421	3.067	2.857	2.647	3.167	3.087	-	-
CLP48	Teachers Involved in CLP Development	3.238	3.307	3.200	3.429	3.450	3.250	3.136	2.588	2.879	2.958	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.785	2.985	2.882	3.115	2.762	2.765	2.600	2.200	2.938	2.727	-	-
CLP50	Clear Personnel Criteria	2.478	2.864	2.529	2.167	2.588	3.000	2.545	2.286	2.731	2.526	-	-
CLP51	Top Responsibilities Appropriate	3.069	3.014	3.250	3.214	2.900	3.167	2.810	2.600	2.735	2.920	-	-
CLP52	Enough Trained Personnel	3.189	3.100	3.135	3.143	3.150	3.000	3.000	2.313	3.032	2.958	-	-
CLP53	Teacher Input on Revisions	3.243	3.114	3.027	3.303	3.389	3.187	3.091	2.312	2.824	2.840	-	-
	CLP Total Averages	3.028	3.083	3.081	2.988	3.039	2.973	2.873	2.500	2.869	2.810	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.234	3.391	3.323	3.409	3.467	3.462	3.364	2.857	3.364	3.667	-	-
CLIM55	Feel Successful in Job	3.298	3.522	3.516	3.591	3.533	3.462	3.409	2.857	3.576	3.680	-	-
CLIM56	Feel Rewarded in Job	3.043	3.043	3.323	3.182	3.000	3.308	3.045	2.615	3.030	2.760	-	-
CLIM57	Work Has Clear Purpose	3.457	3.477	3.667	3.565	3.400	3.615	3.524	3.214	3.455	3.583	-	-

Table 14 (Cont'd. - Page 4)

OVERALL PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.915	2.955	3.000	3.000	3.077	3.154	2.909	2.643	3.152	2.880	-	-
CLIM59	Cooperative Work Environment	3.383	3.522	3.448	3.304	3.400	3.692	3.364	3.071	3.545	3.440	-	-
CLIM60	Good Leadership Models	3.432	3.444	3.400	3.545	3.357	3.417	3.273	3.000	3.394	3.280	-	-
CLIM61	Free of Stress Environment	2.556	2.457	2.833	2.304	2.333	2.846	2.591	2.286	2.500	1.920	-	-
CLIM62	Job Function Important	3.500	3.413	3.679	3.818	3.714	3.308	3.500	3.385	3.636	3.400	-	-
CLIM63	Secure in Job Status	3.217	3.478	3.379	3.609	3.643	3.615	3.273	3.214	3.424	3.400	-	-
CLIM64	Goals Clearly Communicated	3.085	3.244	3.321	3.409	3.357	3.250	3.136	2.857	3.242	2.840	-	-
CLIM65	Strong Social Network	3.065	3.109	2.931	3.364	2.786	3.000	3.190	2.857	3.152	2.960	-	-
CLIM66	Communication Level Feels Good	2.978	2.977	2.964	3.238	2.857	3.091	3.095	2.923	3.000	3.120	-	-
CLIM Total Averages		3.146	3.234	3.289	3.326	3.237	3.334	3.188	2.891	3.258	3.145	-	-
Total Averages Across ALL PAS Items		3.011	3.019	3.010	2.936	3.035	3.009	2.870	2.532	2.964	2.807	-	-

Table 2

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:									
GEN14	Attracts High Quality People	2.774	2.750	2.634	2.578	2.731	2.662	3.000	2.789
GEN15	Retain Most Competent Teachers	2.606	2.642	2.495	2.442	2.583	2.475	3.000	2.684
GEN16	Will Improve Instruction	2.939	2.912	2.881	2.847	2.917	2.891	3.231	3.053
GEN17	Student Progress Improved	2.807	2.776	2.685	2.680	2.751	2.701	3.077	2.737
GEN18	Encourage Teacher Cooperation	2.725	2.587	2.630	2.553	2.609	2.573	2.923	2.400
GEN19	Improve Teacher Morale	2.371	2.327	2.222	2.115	2.350	2.171	2.615	2.368
GEN20	Improve Perceived Professional Status	2.744	2.792	2.716	2.608	2.679	2.734	2.923	2.938
GEN21	Money Rewards Available	3.207	3.026	3.097	2.903	3.393	3.195	3.615	3.350
GEN22	Intrinsic Rewards Available	2.634	2.586	2.489	2.485	2.528	2.422	2.846	2.526
GEN23	Goals Clearly Communicated	3.085	2.989	2.964	2.793	3.073	2.936	3.538	3.158
GEN Total Averages		2.788	2.738	2.686	2.603	2.763	2.681	3.077	2.774
Staff Development Training Concepts:									
STF24	Received Adequate Inservice	3.103	3.038	2.996	2.900	3.104	3.046	3.583	3.474
STF25	Administrators Well Trained	3.071	3.091	3.120	2.928	2.988	2.831	3.500	3.316
STF26	Peer Evaluators Well Trained	3.152	3.076	3.075	2.830	3.189	3.248	3.200	3.250
STF27	Adequate Teacher Skills Resources	3.057	2.957	2.985	2.898	3.012	2.925	3.636	3.263
STF Total Averages		3.061	3.001	3.013	2.894	3.020	2.958	3.549	3.358

Table 2 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:									
TEV28	Performance Levels Clearly Defined	3.085	3.091	3.112	2.947	2.896	2.888	3.583	3.053
TEV29	Administrators Fairly Evaluate	3.023	3.058	3.089	3.000	3.000	2.846	3.364	3.278
TEV30	Consistent Evaluation Procedures	2.640	2.724	2.726	2.661	2.621	2.506	3.250	2.842
TEV31	Evaluation Time Sufficient	2.915	2.968	2.902	2.982	2.773	2.843	3.167	2.700
TEV32	Time Worth Benefits Gained	2.806	2.815	2.848	2.764	2.870	2.748	3.167	2.778
TEV33	Right Achievement Emphasis	2.921	2.870	2.853	2.774	2.876	2.679	3.091	2.615
TEV34	Student Outcomes Reflect Performance	2.618	2.552	2.484	2.493	2.470	2.410	2.800	2.417
TEV Total Averages		2.847	2.848	2.855	2.805	2.775	2.694	3.238	2.879
Peer Evaluation Concepts:									
PEV35	Chosen for Top Qualifications	2.842	2.912	2.709	2.595	2.611	2.565	3.600	3.000
PEV36	Well-Trained Evaluators	3.184	3.251	3.101	3.084	3.153	3.300	3.800	4.000
PEV37	Teachers Have Enough Selection Input	2.291	2.493	2.258	2.115	2.098	2.110	3.400	3.000
PEV38	Peer Evaluation Used Formatively	2.462	2.755	2.559	2.526	2.364	2.512	2.000	2.000
PEV39	Peer Evaluation Used Summatively	2.383	2.232	2.484	2.278	2.180	2.500	2.750	1.000
PEV40	Staff Cooperation Encouraged	2.897	2.882	2.886	2.659	2.712	2.789	3.333	3.250
PEV Total Averages		2.710	2.748	2.670	2.521	2.559	2.649	3.253	2.458

Table 2 (Cont'd. - Page 3)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:									
CLP41	Fair Appeal Process	2.854	2.896	2.911	2.790	2.826	2.787	3.364	3.350
CLP42	Advancement Criteria Understood	3.088	2.996	3.044	2.903	3.124	2.953	3.583	3.350
CLP43	Can Stay at Same Level	2.948	2.928	2.838	2.772	3.013	3.000	3.583	3.421
CLP44	Challenging CLP Criteria	2.641	2.684	2.544	2.556	2.457	2.355	3.083	2.421
CLP45	Evaluation Material Standards	2.920	2.809	3.004	2.775	2.902	2.732	3.333	3.000
CLP46	Adequate Materials Assistance	2.859	2.744	2.783	2.658	2.772	2.781	3.273	3.105
CLP47	Outside Advancement Opportunities	2.993	2.933	2.864	2.914	2.965	2.935	3.308	3.211
CLP48	Teachers Involved in CLP Development	2.870	2.834	2.809	2.597	2.779	2.725	3.538	3.368
CLP49	Net Positive Benefits of Top Responsblts	2.677	2.683	2.739	2.570	2.617	2.541	3.333	2.929
CLP50	Clear Personnel Criteria	2.647	2.538	2.607	2.491	2.341	2.130	3.083	2.529
CLP51	Top Responsibilities Appropriate	2.939	2.996	2.849	2.958	2.733	2.713	3.333	3.000
CLP52	Enough Trained Personnel	2.992	2.959	2.940	2.783	2.767	2.742	3.417	3.050
CLP53	Teacher Input on Revisions	2.842	2.819	2.635	2.578	2.707	2.640	3.417	3.368
CLP Total Averages		2.853	2.816	2.800	2.704	2.753	2.682	3.310	3.079
Organizational Climate Survey:									
CLIM54	Feel I Belong	3.310	3.271	3.087	3.043	3.170	3.112	3.462	3.083
CLIM55	Feel Successful in Job	3.498	3.458	3.358	3.378	3.474	3.398	3.462	3.583
CLIM56	Feel Rewarded in Job	2.953	2.884	2.832	2.730	2.970	2.804	3.231	2.833
CLIM57	Work Has Clear Purpose	3.555	3.527	3.341	3.448	3.491	3.423	3.385	3.500

Table 2 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)									
CLIM58	Get Progress Feedback	2.958	2.905	2.841	2.833	2.751	2.714	3.154	2.917
CLIM59	Cooperative Work Environment	3.313	3.317	3.058	3.176	3.227	3.208	3.250	3.083
CLIM60	Good Leadership Models	3.238	3.227	3.062	3.035	3.030	2.988	3.308	3.167
CLIM61	Free of Stress Environment	2.219	2.200	2.026	2.044	2.197	2.223	2.769	2.000
CLIM62	Job Function Important	3.424	3.459	3.223	3.317	3.382	3.307	3.308	3.417
CLIM63	Secure in Job Status	3.315	3.329	3.353	3.296	3.294	3.292	3.231	3.182
CLIM64	Goals Clearly Communicated	3.104	3.100	2.941	2.825	2.899	2.880	3.500	3.091
CLIM65	Strong Social Network	2.951	2.959	2.722	2.731	2.817	2.789	3.231	2.909
CLIM66	Communication Level Feels Good	2.910	2.958	2.726	2.705	2.778	2.727	3.273	2.727
CLIM Total Averages		3.132	3.120	2.967	2.961	3.038	2.983	3.260	3.013
Total Averages Across ALL PAS Items		2.915	2.884	2.843	2.762	2.837	2.782	3.246	3.020

Table 3

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.711	2.671	2.758	2.455	2.621	2.679	2.911	2.889	3.060	2.980	-	-
GEN15	Retain Most Competent Teachers	2.553	2.543	2.667	2.455	2.633	2.667	2.722	2.732	2.885	2.868	-	-
GEN16	Will Improve Instruction	2.899	2.856	2.879	2.864	3.067	2.935	3.013	3.022	3.308	3.321	-	-
GEN17	Student Progress Improved	2.755	2.696	2.727	2.682	3.000	3.034	2.822	2.896	3.058	3.170	-	-
GEN18	Encourage Teacher Cooperation	2.672	2.546	2.545	2.609	2.806	2.742	2.769	2.610	2.788	2.981	-	-
GEN19	Improve Teacher Morale	2.328	2.216	2.242	2.143	2.071	2.419	2.456	2.396	2.519	2.667	-	-
GEN20	Improve Perceived Professional Status	2.699	2.719	2.576	2.700	2.714	2.786	2.936	2.853	2.843	3.060	-	-
GEN21	Money Rewards Available	3.212	2.985	2.909	2.957	3.581	3.355	3.358	3.275	3.308	3.358	-	-
GEN22	Intrinsic Rewards Available	2.551	2.497	2.394	2.318	2.793	2.767	2.759	2.674	2.981	3.019	-	-
GEN23	Goals Clearly Communicated	3.058	2.907	2.758	2.773	3.097	3.032	3.136	3.073	3.212	3.245	-	-
GEN Total Averages		2.743	2.664	2.645	2.586	2.860	2.853	2.886	2.850	2.995	3.068	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.066	2.981	3.000	2.826	2.964	2.800	3.213	3.148	3.373	3.490	-	-
STF25	Administrators Well Trained	3.047	2.976	2.767	2.500	3.074	2.960	3.125	3.165	3.388	3.353	-	-
STF26	Peer Evaluators Well Trained	3.125	3.028	2.833	2.286	3.412	3.000	3.113	3.182	3.593	3.571	-	-
STF27	Adequate Teacher Skills Resources	3.017	2.898	2.933	2.818	3.185	3.333	3.160	3.060	3.176	3.385	-	-
STF Total Averages		3.025	2.940	2.876	2.764	3.147	3.008	3.142	3.085	3.317	3.391	-	-

Table 3 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	3.058	2.985	2.724	2.957	2.893	2.643	3.090	3.141	3.058	3.490	-	-
TEV29	Administrators Fairly Evaluate	3.023	2.959	2.679	2.773	3.074	3.120	3.039	3.137	3.320	3.574	-	-
TEV30	Consistent Evaluation Procedures	2.622	2.620	2.552	2.739	2.889	2.720	2.748	2.827	3.038	3.122	-	-
TEV31	Evaluation Time Sufficient	2.872	2.913	2.621	2.625	2.815	2.962	2.922	2.992	3.260	3.327	-	-
TEV32	Time Worth Benefits Gained	2.799	2.750	2.655	2.667	3.036	2.571	2.955	3.000	3.160	3.245	-	-
TEV33	Right Achievement Emphasis	2.903	2.799	2.679	2.600	2.593	2.923	3.046	2.875	2.756	3.065	-	-
TEV34	Student Outcomes Reflect Performance	2.538	2.492	2.370	2.400	2.400	2.400	2.780	2.574	2.756	3.026	-	-
TEV Total Averages		2.819	2.773	2.600	2.675	2.845	2.779	2.926	2.924	3.057	3.265	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.727	2.709	3.000	2.250	3.071	2.647	2.979	3.000	2.792	3.200	-	-
PEV36	Well-Trained Evaluators	3.131	3.186	2.400	3.000	3.294	3.083	3.388	3.500	3.400	3.480	-	-
PEV37	Teachers Have Enough Selection Input	2.232	2.297	2.500	1.667	2.385	2.462	2.227	2.469	2.409	2.500	-	-
PEV38	Peer Evaluation Used Formatively	2.480	2.688	2.750	2.500	2.462	2.500	2.149	2.567	2.565	2.450	-	-
PEV39	Peer Evaluation Used Summatively	2.361	2.277	2.667	1.500	1.923	2.333	2.619	2.417	2.048	2.476	-	-
PEV40	Staff Cooperation Encouraged	2.834	2.801	2.750	2.000	2.875	2.917	2.981	2.750	2.957	3.043	-	-
PEV Total Averages		2.652	2.633	2.420	2.233	2.745	2.679	2.821	2.768	2.718	2.926	-	-

Table 3 (Cont'd. - Page 3)

PAHSE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.825	2.809	2.615	2.818	3.143	2.057	3.000	2.914	3.260	3.521	-	-
CLP42	Advancement Criteria Understood	3.072	2.942	2.833	2.760	3 310	3.154	3.185	3.053	3.269	3.408	-	-
CLP43	Can Stay at Same Level	2.937	2.898	2.500	2.826	2.920	2.923	3.082	2.930	2.981	3.265	-	-
CLP44	Challenging CLP Criteria	2.566	2.562	2.567	2.583	2.593	2.185	2.713	2.808	2.804	2.837	-	-
CLP45	Evaluation Material Standards	2.924	2.754	2.724	2.375	3.071	2.852	2.953	2.924	3.120	3.280	-	-
CLP46	Adequate Materials Assistance	2.816	2.700	2.600	2.409	2.889	2.846	2.885	2.815	3.082	3.231	-	-
CLP47	Outside Advancement Opportunities	2.937	2.882	2.833	2.917	2.926	2.593	3.097	3.076	3.314	3.490	-	-
CLP48	Teachers Involved in CLP Development	2.807	2.719	2.690	2.667	3.208	2.846	2.973	2.811	3.275	3.615	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.671	2.593	2.400	2.611	2.857	2.560	2.721	2.774	2.766	3.190	-	-
CLP50	Clear Personnel Criteria	2.609	2.473	2.308	2.217	2.414	2.179	2.355	2.208	2.840	2.894	-	-
CLP51	Top Responsibilities Appropriate	2.869	2.905	2.654	2.667	3.115	2.680	2.972	3.064	2.960	3.188	-	-
CLP52	Enough Trained Personnel	2.913	2.853	2.963	2.600	2.920	2.852	3.049	3.000	3.216	3.288	-	-
CLP53	Teacher Input on Revisions	2.749	2.701	2.714	2.667	3.000	2.720	2.872	2.767	3.224	3.373	-	-
CLP Total Averages		2.809	2.739	2.632	2.617	2.930	2.677	2.887	2.847	3.077	3.275	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.219	3.180	3.188	3.385	3.233	2.813	3.393	3.410	3.457	3.733	-	-
CLIM55	Feel Successful in Job	3.459	3.422	3.400	3.538	3.448	3.375	3.534	3.413	3.514	3.700	-	-
CLIM56	Feel Rewarded in Iob	2.901	2.806	3.000	2.885	3.138	2.719	3.081	3.007	3.286	3.387	-	-
CLIM57	Work Has Clear Purpose	3.495	3.479	3.467	3.500	3.483	3.531	3.549	3.493	3.543	3.710	-	-

Table 3 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.887	2.836	3.032	2.870	3.037	2.839	2.882	2.904	3.029	3.367	-	-
CLIM59	Cooperative Work Environment	3.238	3.254	3.129	3.346	3.393	2.968	3.292	3.255	3.471	3.774	-	-
CLIM60	Good Leadership Models	3.152	3.119	3.129	3.160	3.037	2.906	3.216	3.175	3.429	3.867	-	-
CLIM61	Free of Stress Environment	2.162	2.140	2.367	2.346	2.036	2.400	2.286	2.319	2.514	2.548	-	-
CLIM62	Job Function Important	3.338	3.375	3.452	3.769	3.593	3.258	3.580	3.413	3.686	3.733	-	-
CLIM63	Secure in Job Status	3.307	3.329	3.484	3.200	3.481	3.290	3.321	3.132	3.400	3.645	-	-
CLIM64	Goals Clearly Communicated	3.015	2.978	3.094	3.200	2.800	3.097	3.130	3.029	3.412	3.667	-	-
CLIM65	Strong Social Network	2.868	2.868	2.844	2.917	2.962	2.741	2.975	2.869	2.971	3.419	-	-
CLIM66	Communication Level Feels Good	2.842	2.822	2.806	2.920	2.692	2.833	2.924	2.985	2.971	3.600	-	-
CLIM Total Averages		3.067	3.043	3.065	3.146	3.122	2.966	3.166	3.093	3.280	3.536	-	-
Total Averages Across ALL PAS Items		2.872	2.810	2.718	2.756	2.933	2.846	2.977	2.943	3.103	3.223	-	-

Table 4

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
General Career Ladder Concepts:					
GEN14	Attracts High Quality People	2.774	2.725	2.690	2.661
GEN15	Retain Most Competent Teachers	2.603	2.598	2.589	2.536
GEN16	Will Improve Instruction	2.963	2.909	2.871	2.875
GEN17	Student Progress Improved	2.801	2.759	2.759	2.722
GEN18	Encourage Teacher Cooperation	2.731	2.613	2.614	2.502
GEN19	Improve Teacher Morale	2.384	2.278	2.272	2.207
GEN20	Improve Perceived Professional Status	2.774	2.769	2.615	2.683
GEN21	Money Rewards Available	3.234	3.043	3.255	3.022
GEN22	Intrinsic Rewards Available	2.648	2.585	2.457	2.404
GEN23	Goals Clearly Communicated	3.088	2.977	3.059	2.881
GEN Total Averages		2.799	2.725	2.720	2.654
Staff Development Training Concepts:					
STF24	Received Adequate Inservice	3.104	3.038	3.081	3.007
STF25	Administrators Well Trained	3.076	3.036	3.045	2.953
STF26	Peer Evaluators Well Trained	3.182	3.102	3.110	2.994
STF27	Adequate Teacher Skills Resources	3.057	2.953	3.042	2.961
STF Total Averages		3.065	2.998	3.036	2.954
Teacher Evaluation System Concepts:					
TEV28	Performance Levels Clearly Defined	3.098	3.055	2.952	2.941
TEV29	Administrators Fairly Evaluate	3.045	3.012	3.044	3.003
TEV30	Consistent Evaluation Procedures	2.653	2.695	2.710	2.639
TEV31	Evaluation Time Sufficient	2.907	2.959	2.847	2.879
TEV32	Time Worth Benefits Gained	2.833	2.792	2.875	2.795
TEV33	Right Achievement Emphasis	2.938	2.861	2.831	2.676
TEV34	Student Outcomes Reflect Performance	2.608	2.554	2.468	2.378
TEV Total Averages		2.860	2.833	2.809	2.753
Peer Evaluation Concepts:					
PEV35	Chosen for Top Qualifications	2.816	2.885	2.676	2.523
PEV36	Well-Trained Evaluators	3.186	3.278	3.148	3.150
PEV37	Teachers Have Enough Selection Input	2.263	2.421	2.261	2.086
PEV38	Peer Evaluation Used Formatively	2.422	2.659	2.599	2.620
PEV39	Peer Evaluation Used Summatively	2.319	2.315	2.441	2.234
PEV40	Staff Cooperation Encouraged	2.886	2.885	2.810	2.697
PEV Total Averages		2.686	2.740	2.684	2.561

Table 4 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
Career Ladder Placement Concepts:					
CLP41	Fair Appeal Process	2.861	2.897	2.892	2.806
CLP42	Advancement Criteria Understood	3.085	3.007	3.134	2.909
CLP43	Can Stay at Same Level	2.974	2.945	2.906	2.841
CLP44	Challenging CLP Criteria	2.646	2.667	2.465	2.419
CLP45	Evaluation Material Standards	2.942	2.831	2.962	2.724
CLP46	Adequate Materials Assistance	2.846	2.739	2.834	2.757
CLP47	Outside Advancement Opportunities	2.986	2.925	2.965	2.967
CLP48	Teachers Involved in CLP Development	2.882	2.791	2.793	2.766
CLP49	Net Positive Benefits of Top Responsblts.	2.698	2.671	2.654	2.575
CLP50	Clear Personnel Criteria	2.588	2.485	2.606	2.350
CLP51	Top Responsibilities Appropriate	2.915	2.972	2.826	2.837
CLP52	Enough Trained Personnel	2.969	2.916	2.914	2.829
CLP53	Teacher Input on Revisions	2.817	2.761	2.732	2.745
CLP Total Averages		2.852	2.799	2.794	2.734
Organizational Climate Survey:					
CLIM54	Feel I Belong	3.294	3.242	3.117	3.064
CLIM55	Feel Successful in Job	3.489	3.439	3.416	3.407
CLIM56	Feel Rewarded in Job	2.963	2.878	2.883	2.754
CLIM57	Work Has Clear Purpose	3.534	3.511	3.432	3.417
CLIM58	Get Progress Feedback	2.918	2.879	2.870	2.817
CLIM59	Cooperative Work Environment	3.271	3.283	3.226	3.253
CLIM60	Good Leadership Models	3.194	3.171	3.114	3.075
CLIM61	Free of Stress Environment	2.174	2.161	2.273	2.271
CLIM62	Job Function Important	3.397	3.416	3.356	3.320
CLIM63	Secure in Job Status	3.324	3.316	3.302	3.313
CLIM64	Goals Clearly Communicated	3.067	3.028	2.973	2.976
CLIM65	Strong Social Network	2.908	2.898	2.836	2.837
CLIM66	Communication Level Feels Good	2.873	2.871	2.816	2.857
CLIM Total Averages		3.106	3.081	3.046	3.028
Total Across All PAS Items		2.913	2.868	2.859	2.800

Table 5

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.770	2.718	2.767	2.697	3.000	3.000	2.417	2.500	2.400	3.000	-	-
GEN15	Retain Most Competent Teachers	2.624	2.615	2.554	2.488	2.727	2.760	1.833	2.600	2.300	2.000	-	-
GEN16	Will Improve Instruction	2.966	2.931	2.847	2.773	2.727	3.000	2.750	2.800	2.500	2.900	-	-
GEN17	Student Progress Improved	2.803	2.766	2.777	2.692	2.727	2.960	2.417	2.300	2.500	2.900	-	-
GEN18	Encourage Teacher Cooperation	2.706	2.580	2.788	2.750	2.273	2.840	2.583	2.600	2.300	2.100	-	-
GEN19	Improve Teacher Morale	2.375	2.283	2.344	2.220	1.727	2.269	1.917	2.300	2.300	2.222	-	-
GEN20	Improve Perceived Professional Status	2.748	2.748	2.813	2.780	2.818	3.038	2.182	2.333	2.600	2.700	-	-
GEN21	Money Rewards Available	3.265	3.046	3.167	2.947	3.000	3.077	3.417	3.400	2.800	3.500	-	-
GEN22	Intrinsic Rewards Available	2.612	2.540	2.577	2.611	2.727	2.654	2.417	2.700	2.700	2.700	-	-
GEN23	Goals Clearly Communicated	3.088	2.969	2.985	2.879	3.400	3.115	3.250	3.100	2.900	3.000	-	-
GEN Total Averages		2.796	2.721	2.758	2.680	2.699	2.855	2.523	2.669	2.530	2.713	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.126	3.054	2.856	2.898	3.333	3.269	2.917	2.700	3.000	3.222	-	-
STF25	Administrators Well Trained	3.116	3.064	2.772	2.694	2.667	2.958	2.636	3.000	2.500	2.889	-	-
STF26	Peer Evaluators Well Trained	3.220	3.152	2.684	2.571	2.500	3.077	2.429	2.714	2.667	2.400	-	-
STF27	Adequate Teacher Skills Resources	3.082	2.968	2.857	2.856	2.778	3.083	3.333	3.100	2.500	3.000	-	-
STF Total Averages		3.095	3.015	2.801	2.809	2.880	3.035	2.903	2.933	2.630	2.917	-	-

Table 5 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	3.082	3.042	2.909	2.946	2.900	3.222	3.273	2.700	2.600	2.889	-	-
TEV29	Administrators Fairly Evaluate	3.074	3.045	2.833	2.772	2.556	3.192	3.091	2.400	2.900	2.778	-	-
TEV30	Consistent Evaluation Procedures	2.681	2.692	2.595	2.607	2.444	3.038	2.545	2.300	2.125	2.444	-	-
TEV31	Evaluation Time Sufficient	2.916	2.969	2.769	2.712	3.000	3.200	3.000	2.800	3.111	3.125	-	-
TEV32	Time Worth Benefits Gained	2.871	2.800	2.680	2.738	2.778	3.167	2.750	2.500	2.600	2.556	-	-
TEV33	Right Achievement Emphasis	2.942	2.838	2.773	2.675	2.250	3.185	3.100	2.500	2.556	2.250	-	-
TEV34	Student Outcomes Reflect Performance	2.593	2.532	2.509	2.520	2.625	2.593	2.500	2.500	2.333	2.000	-	-
TEV Total Averages		2.871	2.836	2.702	2.700	2.705	3.039	2.888	2.529	2.625	2.457	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.828	2.840	2.450	2.400	1.333	2.800	2.333	2.333	3.000	2.667	-	-
PEV36	Well-Trained Evaluators	3.213	3.298	2.941	2.800	2.333	3.000	3.167	3.000	2.000	3.667	-	-
PEV37	Teachers Have Enough Selection Input	2.288	2.355	2.000	2.094	2.000	2.167	2.000	2.000	3.000	4.000	-	-
PEV38	Peer Evaluation Used Formatively	2.453	2.647	2.806	2.767	2.000	2.455	2.667	3.333	2.000	2.500	-	-
PEV39	Peer Evaluation Used Summatively	2.362	2.296	2.444	2.261	2.667	2.545	2.400	2.000	2.000	2.500	-	-
PEV40	Staff Cooperation Encouraged	2.898	2.857	2.634	2.714	1.667	2.917	3.143	3.333	2.000	3.000	-	-
PEV Total Averages		2.714	2.714	2.497	2.520	2.011	2.659	2.667	2.667	2.333	3.067	-	-

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.893	2.886	2.697	2.946	2.667	2.958	2.909	2.556	2.250	3.000	-	-
CLP42	Advancement Criteria Understood	3.113	2.989	3.031	2.977	3.111	3.320	3.250	3.000	2.500	3.300	-	-
CLP43	Can Stay at Same Level	2.945	2.906	3.122	3.130	3.556	3.000	3.455	2.667	2.714	2.700	-	-
CLP44	Challenging CLP Criteria	2.600	2.647	2.756	2.452	2.667	2.625	2.417	2.200	2.222	2.200	-	-
CLP45	Evaluation Material Standards	2.954	2.818	2.911	2.740	3.000	3.250	3.250	2.800	2.556	3.111	-	-
CLP46	Adequate Materials Assistance	2.858	2.759	2.778	2.656	2.333	3.000	3.273	2.500	2.375	2.700	-	-
CLP47	Outside Advancement Opportunities	3.007	2.970	2.838	2.832	2.667	2.800	3.417	3.100	2.556	3.111	-	-
CLP48	Teachers Involved in CLP Development	2.885	2.807	2.744	2.693	3.000	3.038	3.000	2.400	2.125	2.889	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.698	2.655	2.658	2.678	2.750	3.130	2.909	2.500	2.143	2.500	-	-
CLP50	Clear Personnel Criteria	2.593	2.461	2.691	2.500	3.143	2.714	2.875	2.222	2.000	2.222	-	-
CLP51	Top Responsibilities Appropriate	2.899	2.960	2.948	2.911	2.900	3.087	2.833	2.300	2.375	3.000	-	-
CLP52	Enough Trained Personnel	2.981	2.919	2.843	2.803	3.111	3.160	2.900	2.700	2.667	3.000	-	-
CLP53	Teacher Input on Revisions	2.803	2.766	2.812	2.686	2.667	2.958	2.909	3.000	2.375	3.143	-	-
	CLP Total Averages	2.849	2.797	2.815	2.762	2.894	2.939	2.990	2.628	2.422	2.789	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.281	3.234	3.085	3.000	3.000	3.231	3.333	2.800	3.500	2.875	-	-
CLIM55	Feel Successful in Job	3.476	3.450	3.445	3.338	3.400	3.500	3.417	3.300	3.300	3.000	-	-
CLIM56	Feel Rewarded in Job	2.942	2.858	2.953	2.857	2.800	3.077	3.083	2.600	3.300	2.625	-	-
CLIM57	Work Has Clear Purpose	3.512	3.498	3.512	3.440	3.727	3.808	3.583	3.222	3.300	3.556	-	-

Table 5 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.923	2.869	2.778	2.826	3.000	3.038	3.083	3.000	3.444	3.000	-	-
CLIM59	Cooperative Work Environment	3.289	3.300	3.094	3.134	3.273	3.423	3.583	3.400	3.300	3.222	-	-
CLIM60	Good Leadership Models	3.208	3.172	2.976	3.016	2.600	3.423	3.167	2.600	3.300	3.625	-	-
CLIM61	Free of Stress Environment	2.223	2.196	2.048	2.235	2.091	2.192	2.333	1.556	2.500	1.889	-	-
CLIM62	Job Function Important	3.401	3.399	3.336	3.385	3.273	3.423	3.583	3.444	3.400	3.444	-	-
CLIM63	Secure in Job Status	3.334	3.329	3.208	3.275	3.273	3.308	3.083	3.000	3.600	2.778	-	-
CLIM64	Goals Clearly Communicated	3.070	3.040	2.865	2.947	2.727	3.385	3.083	2.556	3.400	3.00	-	-
CLIM65	Strong Social Network	2.919	2.909	2.669	2.736	2.818	2.962	2.917	2.778	2.222	2.556	-	-
CLIM66	Communication Level Feels Good	2.893	2.901	2.590	2.729	2.636	2.885	3.182	2.444	2.750	2.667	-	-
CLIM Total Averages		3.112	3.086	2.962	2.988	2.966	3.204	3.185	2.843	3.172	2.942	-	-
Total Averages Across ALL PAS Items		2.921	2.872	2.779	2.761	2.813	2.947	2.869	2.707	2.684	2.776	-	-

Table 6

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.809	2.797	2.738	2.719	2.850	2.623	2.696	2.672	3.000	2.800
GEN15	Retain Most Competent Teachers	2.696	2.735	2.578	2.595	2.655	2.490	2.536	2.531	2.842	2.619
GEN16	Will Improve Instruction	2.942	2.895	2.926	2.933	2.842	2.654	2.937	2.919	3.158	2.857
GEN17	Student Progress Improved	2.778	2.796	2.791	2.760	2.723	2.548	2.764	2.769	3.000	2.700
GEN18	Encourage Teacher Cooperation	2.732	2.714	2.731	2.541	2.585	2.452	2.630	2.628	2.684	2.200
GEN19	Improve Teacher Morale	2.436	2.450	2.369	2.249	2.292	2.029	2.288	2.270	2.333	2.286
GEN20	Improve Perceived Professional Status	2.775	2.664	2.748	2.770	2.797	2.653	2.653	2.775	3.176	2.850
GEN21	Money Rewards Available	3.133	2.974	3.244	3.052	3.124	2.953	3.260	3.082	3.579	3.048
GEN22	Intrinsic Rewards Available	2.651	2.625	2.601	2.558	2.585	2.330	2.540	2.541	2.947	2.619
GEN23	Goals Clearly Communicated	2.838	2.821	3.075	2.885	3.008	2.897	3.123	3.074	3.368	3.000
GEN Total Averages		2.784	2.746	2.779	2.706	2.739	2.566	2.744	2.729	3.016	2.696
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.750	2.877	3.117	2.944	2.940	2.949	3.183	3.182	3.222	3.263
STF25	Administrators Well Trained	3.058	3.120	3.045	2.977	3.092	2.838	3.070	3.063	3.368	2.947
STF26	Peer Evaluators Well Trained	2.985	3.031	3.154	2.963	3.113	2.875	3.157	3.235	3.667	3.083
STF27	Adequate Teacher Skills Resources	2.938	2.986	3.050	2.902	3.071	2.888	3.056	3.000	3.000	3.000
STF Total Averages		2.893	2.965	3.058	2.925	3.001	2.877	3.083	3.072	3.285	3.016

Table 6 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.941	2.919	3.098	3.051	3.211	2.837	2.996	3.047	3.000	3.000
TEV29	Administrators Fairly Evaluate	2.908	3.120	3.076	2.968	3.000	2.733	3.000	3.085	3.389	3.105
TEV30	Consistent Evaluation Procedures	2.618	2.660	2.682	2.666	2.649	2.578	2.612	2.696	3.105	2.889
TEV31	Evaluation Time Sufficient	2.692	2.844	2.906	2.940	2.911	2.716	2.894	3.007	3.176	3.056
TEV32	Time Worth Benefits Gained	2.748	2.807	2.866	2.826	2.788	2.703	2.803	2.767	3.167	2.833
TEV33	Right Achievement Emphasis	2.792	2.877	2.967	2.830	2.748	2.673	2.881	2.822	2.733	2.500
TEV34	Student Outcomes Reflect Performance	2.486	2.556	2.597	2.553	2.450	2.347	2.566	2.506	2.615	2.375
	TEV Total Averages	2.745	2.814	2.868	2.823	2.812	2.630	2.816	2.837	3.064	2.749
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.784	2.884	2.838	2.785	2.578	2.621	2.721	2.752	2.600	2.556
PEV36	Well-Trained Evaluators	3.028	3.132	3.173	3.209	2.886	3.269	3.232	3.291	3.500	2.889
PEV37	Teachers Have Enough Selection Input	2.421	2.441	2.263	2.408	2.375	2.345	2.149	2.196	2.333	2.444
PEV38	Peer Evaluation Used Formatively	2.750	3.132	2.449	2.766	2.375	2.250	2.415	2.450	2.333	2.571
PEV39	Peer Evaluation Used Summatively	2.568	2.345	2.377	2.338	2.324	2.520	2.261	2.206	3.000	2.000
PEV40	Staff Cooperation Encouraged	3.000	3.000	2.886	2.785	2.574	2.690	2.823	2.818	3.200	3.000
	PEV Total Averages	2.796	2.856	2.675	2.714	2.555	2.656	2.647	2.592	2.932	2.524

Table 6 (Cont'd. - Page 3)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.803	2.933	2.924	2.859	2.747	2.839	2.800	2.840	3.222	3.200
CLP42	Advancement Criteria Understood	2.969	2.925	3.132	2.974	2.983	2.842	3.087	3.032	3.526	2.952
CLP43	Can Stay at Same Level	2.780	2.830	3.021	2.938	2.847	2.763	2.912	2.974	3.056	2.714
CLP44	Challenging CLP Criteria	2.606	2.649	2.648	2.645	2.381	2.400	2.536	2.551	3.000	2.444
CLP45	Evaluation Material Standards	2.823	2.766	2.989	2.803	2.911	2.684	2.890	2.803	3.333	2.800
CLP46	Adequate Materials Assistance	2.642	2.715	2.880	2.700	2.788	2.737	2.822	2.799	3.235	2.714
CLP47	Outside Advancement Opportunities	2.974	2.898	2.969	2.905	2.954	2.869	2.958	2.977	3.235	3.000
CLP48	Teachers Involved in CLP Development	2.680	2.669	2.870	2.725	2.691	2.626	2.888	2.916	3.111	2.810
CLP49	Net Positive Benefits of Top Responsblts	2.759	2.677	2.703	2.660	2.589	2.473	2.639	2.638	2.882	2.933
CLP50	Clear Personnel Criteria	2.577	2.792	2.630	2.405	2.420	2.147	2.540	2.468	2.875	2.389
CLP51	Top Responsibilities Appropriate	2.832	2.962	2.923	2.924	2.766	2.872	2.855	2.943	3.316	2.789
CLP52	Enough Trained Personnel	2.863	2.947	2.976	2.842	2.865	2.766	2.918	2.957	3.263	2.850
CLP53	Teacher Input on Revisions	2.691	2.735	2.785	2.717	2.752	2.536	2.800	2.838	3.222	2.700
	CLP Total Averages	2.763	2.792	2.859	2.768	2.735	2.630	2.812	2.809	3.161	2.723
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.168	3.170	3.257	3.203	3.167	3.094	3.263	3.218	3.375	3.000
CLIM55	Feel Successful in Job	3.358	3.322	3.467	3.445	3.452	3.383	3.512	3.460	3.375	3.533
CLIM56	Feel Rewarded in Job	2.792	2.867	2.958	2.846	2.904	2.660	2.960	2.897	3.125	2.571
CLIM57	Work Has Clear Purpose	3.436	3.454	3.509	3.474	3.500	3.402	3.507	3.545	3.688	3.533

Table 6 (Cont'd. - Page 4)

PAHSE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.807	2.880	2.900	2.881	2.815	2.792	2.938	2.848	2.933	2.429
CLIM59	Cooperative Work Environment	3.209	3.316	3.266	3.265	3.113	3.179	3.271	3.264	3.333	3.333
CLIM60	Good Leadership Models	3.227	3.295	3.198	3.142	3.120	2.990	3.108	3.136	3.188	2.867
CLIM61	Free of Stress Environment	2.180	2.245	2.180	2.167	2.164	2.111	2.187	2.209	2.938	2.000
CLIM62	Job Function Important	3.194	3.252	3.382	3.371	3.339	3.481	3.436	3.449	3.667	3.571
CLIM63	Secure in Job Status	3.059	3.265	3.336	3.320	3.256	3.171	3.386	3.355	3.333	3.615
CLIM64	Goals Clearly Communicated	2.851	3.081	3.044	2.987	2.968	2.907	3.095	3.039	3.200	3.071
CLIM65	Strong Social Network	2.744	2.973	2.918	2.886	2.782	2.771	2.902	2.861	3.067	3.071
CLIM66	Communication Level Feels Good	2.733	2.909	2.850	2.858	2.863	2.740	2.886	2.885	3.000	2.857
CLIM Total Averages		2.978	3.072	3.098	3.064	3.033	2.957	3.109	3.087	3.248	2.989
Total Averages Across ALL PAS Items		2.821	2.861	2.913	2.837	2.830	2.713	2.883	2.884	3.130	2.760

Table 7

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.470	2.450	2.586	2.516	2.832	2.821	2.806	2.631	2.899	2.885
GEN15	Retain Most Competent Teachers	2.350	2.315	2.454	2.432	2.633	2.688	2.607	2.471	2.722	2.737
GEN16	Will Improve Instruction	2.614	2.510	2.757	2.752	3.057	2.968	3.055	2.941	3.058	3.076
GEN17	Student Progress Improved	2.439	2.432	2.604	2.626	2.902	2.838	2.901	2.744	2.922	2.886
GEN18	Encourage Teacher Cooperation	2.386	2.167	2.486	2.431	2.810	2.613	2.771	2.482	2.839	2.791
GEN19	Improve Teacher Morale	2.0896	2.000	2.173	2.092	2.435	2.362	2.324	2.250	2.489	2.413
GEN20	Improve Perceived Professional Status	2.407	2.380	2.612	2.617	2.802	2.832	2.738	2.704	2.873	2.918
GEN21	Money Rewards Available	2.931	2.780	3.106	2.832	3.211	3.064	3.380	2.953	3.382	3.251
GEN22	Intrinsic Rewards Available	2.271	2.268	2.481	2.363	2.689	2.584	2.709	2.465	2.687	2.725
GEN23	Goals Clearly Communicated	2.625	2.480	2.899	2.729	3.109	3.168	3.171	2.882	3.257	3.135
GEN Total Averages		2.469	2.390	2.615	2.547	2.852	2.795	2.844	2.654	2.911	2.880
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.407	2.286	2.819	2.770	3.231	3.113	3.222	3.140	3.346	3.297
STF25	Administrators Well Trained	2.922	2.794	2.957	2.901	3.098	3.151	3.056	3.060	3.142	3.075
STF26	Peer Evaluators Well Trained	2.714	2.745	2.829	2.763	3.256	3.101	3.170	3.167	3.340	3.220
STF27	Adequate Teacher Skills Resources	2.809	2.677	2.910	2.784	3.077	2.871	2.819	2.825	3.194	3.153
STF Total Averages		2.677	2.571	2.879	2.803	3.142	3.026	3.020	3.023	3.221	3.170

Table 7 (Cont'd. - Page 2)

PAHSE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.804	2.779	2.958	2.944	3.157	3.000	3.000	2.953	3.143	3.145
TEV29	Administrators Fairly Evaluate	2.714	2.914	2.955	2.871	3.095	3.061	3.029	3.063	3.145	3.097
TEV30	Consistent Evaluation Procedures	2.362	2.512	2.532	2.487	2.701	2.701	2.570	2.663	2.789	2.830
TEV31	Evaluation Time Sufficient	2.724	2.739	2.710	2.777	2.897	3.055	2.954	2.977	3.006	3.064
TEV32	Time Worth Benefits Gained	2.494	2.412	2.645	2.633	2.955	2.870	2.806	2.786	2.977	2.957
TEV33	Right Achievement Emphasis	2.636	2.645	2.813	2.781	2.977	2.774	3.019	2.743	2.965	2.913
TEV34	Student Outcomes Reflect Performance	2.154	2.232	2.534	2.485	2.533	2.469	2.695	2.570	2.682	2.627
TEV Total Averages		2.562	2.566	2.728	2.708	2.895	2.830	2.869	2.810	2.949	2.943
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.327	2.138	2.494	2.483	2.604	2.788	2.895	2.581	2.944	2.972
PEV36	Well-Trained Evaluators	2.628	2.917	2.899	2.922	3.173	3.061	3.308	3.267	3.315	3.384
PEV37	Teachers Have Enough Selection Input	2.133	2.130	2.127	2.426	1.905	2.391	2.139	2.000	2.368	2.324
PEV38	Peer Evaluation Used Formatively	2.475	2.760	2.579	2.828	2.320	2.652	2.162	2.379	2.472	2.592
PEV39	Peer Evaluation Used Summatively	2.282	1.952	2.059	2.409	2.362	2.293	2.730	2.207	2.401	2.301
PEV40	Staff Cooperation Encouraged	2.545	2.394	2.517	2.580	2.778	2.600	2.833	2.871	3.036	2.978
PEV Total Averages		2.481	2.379	2.442	2.581	2.615	2.649	2.694	2.532	2.796	2.783

Table 7 (Cont'd. - Page 3)

PAHSE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.689	2.725	2.789	2.767	2.960	2.892	2.773	2.818	2.921	2.954
CLP42	Advancement Criteria Understood	2.801	2.586	2.997	2.764	3.152	3.053	3.065	3.012	3.209	3.170
CLP43	Can Stay at Same Level	2.600	2.593	2.919	2.870	2.929	2.890	2.857	2.880	3.075	3.060
CLP44	Challenging CLP Criteria	2.341	2.427	2.399	2.429	2.636	2.591	2.743	2.628	2.719	2.727
CLP45	Evaluation Material Standards	2.737	2.472	2.823	2.659	2.968	2.803	2.961	2.850	3.046	2.929
CLP46	Adequate Materials Assistance	2.610	2.392	2.661	2.573	2.877	2.709	2.806	2.734	2.971	2.925
CLP47	Outside Advancement Opportunities	2.730	2.762	2.822	2.790	3.067	2.888	2.971	2.909	3.077	3.071
CLP48	Teachers Involved in CLP Development	2.615	2.603	2.813	2.648	2.884	2.778	2.802	2.593	2.924	2.919
CLP49	Net Positive Benefits of Top Responsblts	2.503	2.518	2.537	2.488	2.733	2.681	2.626	2.628	2.814	2.761
CLP50	Clear Personnel Criteria	2.333	2.264	2.361	2.258	2.522	2.399	2.561	2.373	2.770	2.603
CLP51	Top Responsibilities Appropriate	2.567	2.890	2.771	2.837	2.907	2.888	2.862	2.822	3.019	3.014
CLP52	Enough Trained Personnel	2.750	2.689	2.897	2.751	2.949	2.911	2.818	2.886	3.019	3.002
CLP53	Teacher Input on Revisions	2.629	2.542	2.696	2.625	2.830	2.817	2.676	2.637	2.884	2.856
	CLP Total Averages	2.607	2.544	2.722	2.647	2.881	2.795	2.808	2.745	2.938	2.912
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.060	3.067	3.214	3.136	3.307	3.250	3.138	3.136	3.325	3.245
CLIM55	Feel Successful in Job	3.342	3.260	3.408	3.366	3.480	3.422	3.426	3.358	3.540	3.540
CLIM56	Feel Rewarded in Job	2.719	2.568	2.821	2.751	2.959	2.913	2.850	2.889	3.082	2.967
CLIM57	Work Has Clear Purpose	3.545	3.412	3.455	3.459	3.496	3.514	3.385	3.420	3.570	3.542

Table 7 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.792	2.639	2.858	2.752	2.842	2.901	2.802	2.962	2.997	2.964
CLIM59	Cooperative Work Environment	3.183	3.181	3.215	3.254	3.313	3.361	3.092	3.175	3.305	3.288
CLIM60	Good Leadership Models	3.096	2.933	3.121	3.124	3.224	3.182	3.064	3.012	3.220	3.222
CLIM61	Free of Stress Environment	2.208	2.171	2.177	2.184	2.191	2.208	2.019	2.215	2.217	2.176
CLIM62	Job Function Important	3.281	3.315	3.382	3.372	3.419	3.357	3.355	3.333	3.404	3.451
CLIM63	Secure in Job Status	3.198	3.180	3.336	3.315	3.347	3.364	3.275	3.215	3.331	3.360
CLIM64	Goals Clearly Communicated	2.974	2.883	2.987	2.976	3.027	3.114	3.092	3.013	3.095	3.019
CLIM65	Strong Social Network	2.798	2.861	2.844	2.862	2.986	2.951	2.890	2.868	2.908	2.876
CLIM66	Communication Level Feels Good	2.781	2.761	2.841	2.835	2.862	2.989	2.832	2.831	2.890	2.868
CLIM Total Averages		2.986	2.920	3.050	3.025	3.109	3.118	3.017	3.033	3.144	3.117
Total Averages Across ALL PAS Items		2.653	2.575	2.784	2.736	2.961	2.898	2.887	2.822	3.004	2.978

Table 8

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.918	2.847	2.766	2.785	2.726	2.683	2.598	2.500	2.579	2.519
GEN15	Retain Most Competent Teachers	2.825	2.761	2.598	2.590	2.565	2.573	2.388	2.343	2.464	2.491
GEN16	Will Improve Instruction	3.008	2.934	2.964	2.964	2.906	2.875	2.798	2.737	2.927	2.831
GEN17	Student Progress Improved	2.849	2.820	2.813	2.784	2.785	2.718	2.621	2.596	2.754	2.712
GEN18	Encourage Teacher Cooperation	2.820	2.659	2.753	2.628	2.705	2.537	2.469	2.427	2.625	2.627
GEN19	Improve Teacher Morale	2.573	2.420	2.418	2.356	2.330	2.212	2.128	2.025	2.088	2.186
GEN20	Improve Perceived Professional Status	2.912	2.797	2.842	2.797	2.697	2.742	2.528	2.599	2.589	2.690
GEN21	Money Rewards Available	3.067	2.976	3.286	2.988	3.260	3.095	3.213	2.971	3.298	2.932
GEN22	Intrinsic Rewards Available	2.851	2.659	2.594	2.582	2.549	2.477	2.418	2.354	2.351	2.741
GEN23	Goals Clearly Communicated	2.825	2.806	3.030	2.874	3.117	2.971	3.124	2.932	3.232	3.103
GEN Total Averages		2.868	2.769	2.803	2.732	2.764	2.692	2.629	2.548	2.688	2.686
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.712	2.770	3.101	2.975	3.144	3.059	3.151	3.046	3.241	3.143
STF25	Administrators Well Trained	3.032	3.085	3.105	3.047	3.051	2.953	2.980	2.927	3.151	3.078
STF26	Peer Evaluators Well Trained	2.904	2.824	3.237	3.048	3.147	3.116	3.129	3.010	3.129	3.059
STF27	Adequate Teacher Skills Resources	2.986	2.892	3.070	2.892	3.046	2.916	2.997	2.949	3.058	3.189
STF Total Averages		2.905	2.882	3.079	2.965	3.066	2.971	3.014	2.939	3.095	3.096

Table 8 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	3.068	2.947	3.099	2.992	3.075	3.042	2.980	2.919	2.927	2.929
TEV29	Administrators Fairly Evaluate	3.054	3.036	3.007	3.008	3.051	2.951	2.939	2.923	3.083	3.185
TEV30	Consistent Evaluation Procedures	2.799	2.717	2.611	2.607	2.646	2.613	2.538	2.649	2.667	2.849
TEV31	Evaluation Time Sufficient	2.791	2.871	2.884	2.873	2.885	2.928	2.861	2.944	3.074	3.151
TEV32	Time Worth Benefits Gained	2.790	2.743	2.941	2.868	2.837	2.814	2.661	2.605	2.849	2.643
TEV33	Right Achievement Emphasis	2.838	2.702	2.922	2.812	2.933	2.847	2.865	2.755	3.059	2.904
TEV34	Student Outcomes Reflect Performance	2.548	2.518	2.603	2.486	2.565	2.510	2.509	2.404	2.588	2.696
TEV Total Averages		2.832	2.778	2.854	2.801	2.853	2.804	2.742	2.725	2.874	2.831
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.706	2.776	2.813	2.797	2.796	2.838	2.689	2.514	2.773	2.500
PEV36	Well-Trained Evaluators	2.833	2.826	3.185	3.185	3.195	3.312	3.214	3.284	3.167	3.130
PEV37	Teachers Have Enough Selection Input	2.412	2.435	2.300	2.333	2.179	2.340	2.269	2.047	1.875	2.500
PEV38	Peer Evaluation Used Formatively	2.642	3.038	2.478	2.649	2.360	2.593	2.516	2.578	2.360	2.550
PEV39	Peer Evaluation Used Summatively	2.580	2.500	2.271	2.174	2.371	2.333	2.442	2.129	2.045	2.400
PEV40	Staff Cooperation Encouraged	2.933	2.764	2.812	2.859	2.858	2.822	2.895	2.680	2.577	2.818
PEV Total Averages		2.699	2.765	2.658	2.715	2.700	2.702	2.639	2.451	2.543	2.659

Table 8 (Cont'd. - Page 3)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.866	2.861	2.929	2.856	2.853	2.857	2.770	2.689	2.667	2.822
CLP42	Advancement Criteria Understood	2.933	2.902	3.166	2.943	3.086	2.994	3.077	2.918	3.182	2.927
CLP43	Can Stay at Same Level	2.794	2.774	2.947	2.910	3.014	2.945	2.898	2.934	2.943	2.818
CLP44	Challenging CLP Criteria	2.691	2.762	2.675	2.612	2.592	2.563	2.401	2.405	2.453	2.593
CLP45	Evaluation Material Standards	2.778	2.720	2.964	2.846	2.965	2.797	2.898	2.667	3.096	2.717
CLP46	Adequate Materials Assistance	2.693	2.620	2.889	2.689	2.842	2.751	2.744	2.687	3.078	2.843
CLP47	Outside Advancement Opportunities	2.928	2.852	2.940	2.889	2.958	2.923	2.948	2.948	3.192	2.796
CLP48	Teachers Involved in CLP Development	2.720	2.572	2.789	2.688	2.868	2.813	2.872	2.716	2.868	2.830
CLP49	Net Positive Benefits of Top Responsblts	2.851	2.759	2.816	2.651	2.613	2.595	2.559	2.482	2.523	2.596
CLP50	Clear Personnel Criteria	2.641	2.557	2.598	2.382	2.571	2.392	2.481	2.480	2.591	2.422
CLP51	Top Responsibilities Appropriate	2.972	3.099	2.941	3.000	2.855	2.861	2.807	2.799	2.896	2.875
CLP52	Enough Trained Personnel	2.953	2.917	2.945	2.843	2.897	2.856	2.925	2.833	3.058	3.058
CLP53	Teacher Input on Revisions	2.765	2.692	2.753	2.654	2.778	2.764	2.763	2.646	2.811	2.780
CLP Total Averages		2.796	2.747	2.847	2.772	2.835	2.771	2.759	2.676	2.868	2.712
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.257	3.163	3.258	3.242	3.234	3.166	3.208	3.176	3.190	3.161
CLIM55	Feel Successful in Job	3.382	3.321	3.509	3.472	3.453	3.416	3.515	3.471	3.418	3.509
CLIM56	Feel Rewarded in Job	2.868	2.766	2.963	2.903	2.954	2.828	2.863	2.797	3.035	2.965
CLIM57	Work Has Clear Purpose	3.484	3.456	3.557	3.528	3.471	3.453	3.498	3.510	3.526	3.607

Table 8 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.884	2.858	2.914	2.915	2.882	2.771	2.863	2.835	3.109	3.286
CLIM59	Cooperative Work Environment	3.280	3.315	3.198	3.261	3.250	3.224	3.237	3.277	3.345	3.211
CLIM60	Good Leadership Models	3.318	3.254	3.204	3.174	3.131	3.079	3.040	3.045	3.105	3.193
CLIM61	Free of Stress Environment	2.193	2.186	2.239	2.278	2.147	2.126	2.134	2.084	2.362	2.436
CLIM62	Job Function Important	3.357	3.363	3.401	3.400	3.350	3.354	3.392	3.431	3.397	3.509
CLIM63	Secure in Job Status	3.070	3.141	3.382	3.317	3.310	3.317	3.414	3.417	3.448	3.375
CLIM64	Goals Clearly Communicated	2.979	2.977	3.065	3.016	3.011	2.963	3.046	3.020	3.103	3.164
CLIM65	Strong Social Network	2.942	2.943	2.929	2.915	2.877	2.824	2.764	2.804	2.965	3.000
CLIM66	Communication Level Feels Good	2.873	2.914	2.845	2.925	2.835	2.779	2.862	2.791	2.879	3.094
CLIM Total Averages		3.070	3.051	3.110	3.097	3.067	3.022	3.063	3.043	3.149	3.171
Total Averages Across ALL PAS Items		2.894	2.838	2.915	2.863	2.892	2.831	2.809	2.738	2.889	2.876

Table 9

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.704	2.811	2.379	2.183	3.028	3.028
GEN15	Retain Most Competent Teachers	2.593	2.651	2.093	2.014	2.932	2.859
GEN16	Will Improve Instruction	2.908	2.985	2.437	2.352	3.158	3.352
GEN17	Student Progress Improved	2.754	2.836	2.342	2.230	2.986	3.155
GEN18	Encourage Teacher Cooperation	2.590	2.753	2.059	2.163	2.907	2.971
GEN19	Improve Teacher Morale	2.256	2.390	1.845	1.888	2.681	2.710
GEN20	Improve Perceived Professional Status	2.756	2.774	2.361	2.329	3.068	3.060
GEN21	Money Rewards Available	2.998	3.220	3.000	3.087	3.487	3.746
GEN22	Intrinsic Rewards Available	2.516	2.624	2.203	2.139	3.040	2.944
GEN23	Goals Clearly Communicated	2.942	3.108	2.643	2.657	3.158	3.319
GEN Total Averages		2.702	2.815	2.346	2.315	3.053	3.113
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	3.006	3.119	2.682	2.635	3.247	3.329
STF25	Administrators Well Trained	3.011	3.058	2.802	2.890	3.041	3.239
STF26	Peer Evaluators Well Trained	2.998	3.162	2.868	2.744	3.519	3.407
STF27	Adequate Teacher Skills Resources	2.925	3.048	2.779	2.839	3.100	3.250
STF Total Averages		2.966	3.064	2.716	2.739	3.161	3.310
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	3.019	3.087	2.574	2.690	3.158	3.304
TEV29	Administrators Fairly Evaluate	3.019	3.067	2.443	2.535	3.153	3.338
TEV30	Consistent Evaluation Procedures	2.655	2.659	2.180	2.364	3.067	2.864
TEV31	Evaluation Time Sufficient	2.930	2.902	2.594	2.479	3.158	3.162
TEV32	Time Worth Benefits Gained	2.796	2.882	2.242	2.098	3.056	3.323
TEV33	Right Achievement Emphasis	2.846	2.943	2.379	2.406	2.764	3.191
TEV34	Student Outcomes Reflect Performance	2.520	2.587	2.169	2.094	2.515	3.030
TEV Total Averages		2.818	2.870	2.339	2.408	2.972	3.176
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.734	2.802	2.297	2.213	3.186	2.940
PEV36	Well-Trained Evaluators	3.164	3.175	2.903	2.767	3.775	3.327
PEV37	Teachers Have Enough Selection Input	2.281	2.324	2.219	1.909	2.590	1.756
PEV38	Peer Evaluation Used Formatively	2.741	2.510	2.742	2.698	1.786	1.766
PEV39	Peer Evaluation Used Summatively	2.250	2.367	2.533	2.353	2.387	2.388
PEV40	Staff Cooperation Encouraged	2.794	2.891	2.486	2.590	3.050	2.824
PEV Total Averages		2.667	2.708	2.469	2.444	2.822	2.601

Table 9 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.841	2.856	2.625	2.741	2.902	2.862
CLP42	Advancement Criteria Understood	2.977	3.098	2.587	2.898	3.081	3.333
CLP43	Can Stay at Same Level	2.911	2.967	2.708	2.640	2.969	3.276
CLP44	Challenging CLP Criteria	2.607	2.646	2.078	2.006	2.855	2.852
CLP45	Evaluation Material Standards	2.781	2.941	2.482	2.765	2.892	3.106
CLP46	Adequate Materials Assistance	2.721	2.829	2.573	2.684	2.778	3.000
CLP47	Outside Advancement Opportunities	2.911	2.964	2.722	2.727	3.029	3.288
CLP48	Teachers Involved in CLP Development	2.730	2.851	2.521	2.607	3.042	3.000
CLP49	Net Positive Benefits of Top Responsblts.	2.619	2.704	2.253	2.309	2.985	3.017
CLP50	Clear Personnel Criteria	2.425	2.577	2.290	2.364	2.667	2.786
CLP51	Top Responsibilities Appropriate	2.936	2.913	2.639	2.549	2.969	3.063
CLP52	Enough Trained Personnel	2.886	2.963	2.670	2.686	2.838	2.813
CLP53	Teacher Input on Revisions	2.711	2.782	2.585	2.583	2.884	2.955
	CLP Total Averages	2.767	2.847	2.462	2.559	2.909	3.036
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.180	3.266	3.110	3.049	3.289	3.333
CLIM55	Feel Successful in Job	3.415	3.469	3.400	3.434	3.571	3.583
CLIM56	Feel Rewarded in Job	2.822	2.954	2.757	2.717	3.097	3.136
CLIM57	Work Has Clear Purpose	3.476	3.488	3.509	3.514	3.571	3.722
CLIM58	Get Progress Feedback	2.831	2.899	2.838	2.765	3.118	3.127
CLIM59	Cooperative Work Environment	3.254	3.259	3.162	3.149	3.382	3.324
CLIM60	Good Leadership Models	3.139	3.185	3.000	2.954	3.173	3.254
CLIM61	Free of Stress Environment	2.145	2.143	2.134	2.297	2.587	2.417
CLIM62	Job Function Important	3.377	3.365	3.387	3.405	3.481	3.435
CLIM63	Secure in Job Status	3.305	3.314	3.207	3.279	3.461	3.431
CLIM64	Goals Clearly Communicated	2.988	3.046	2.953	2.912	3.173	3.042
CLIM65	Strong Social Network	2.856	2.884	2.914	2.827	2.944	3.028
CLIM66	Communication Level Feels Good	2.845	2.860	2.740	2.772	3.014	2.884
	CLIM Total Averages	3.047	3.085	2.976	3.010	3.224	3.204
	Total Across All PAS Items	2.844	2.915	2.538	2.620	3.023	3.092

Table 10

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.866	2.916	1.914	1.915	2.848	2.750
GEN15	Retain Most Competent Teachers	2.773	2.813	1.704	1.702	2.685	2.619
GEN16	Will Improve Instruction	3.009	3.130	2.070	2.065	3.046	2.930
GEN17	Student Progress Improved	2.891	2.949	1.973	1.961	2.883	2.776
GEN18	Encourage Teacher Cooperation	2.789	2.753	1.913	1.720	2.782	2.629
GEN19	Improve Teacher Morale	2.594	2.433	1.551	1.509	2.413	2.300
GEN20	Improve Perceived Professional Status	2.862	2.940	2.070	2.081	2.803	2.770
GEN21	Money Rewards Available	3.322	3.215	2.844	2.695	3.288	3.039
GEN22	Intrinsic Rewards Available	2.680	2.825	1.882	1.829	2.673	2.556
GEN23	Goals Clearly Communicated	3.004	3.006	2.632	2.495	3.158	2.962
GEN Total Averages		2.883	2.890	2.073	2.002	2.857	2.735
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	2.912	2.954	2.699	2.647	3.175	3.037
STF25	Administrators Well Trained	3.053	3.020	2.782	2.548	3.089	3.021
STF26	Peer Evaluators Well Trained	3.018	3.095	2.571	2.592	3.248	3.068
STF27	Adequate Teacher Skills Resources	3.124	3.088	2.719	2.570	3.070	2.927
STF Total Averages		3.009	3.014	2.680	2.560	3.106	2.980
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	3.127	3.059	2.586	2.416	3.117	3.036
TEV29	Administrators Fairly Evaluate	3.077	3.020	2.374	2.238	3.110	3.041
TEV30	Consistent Evaluation Procedures	2.634	2.796	2.111	1.988	2.739	2.683
TEV31	Evaluation Time Sufficient	2.935	2.948	2.414	2.341	2.933	2.969
TEV32	Time Worth Benefits Gained	2.974	2.800	1.764	1.943	2.953	2.843
TEV33	Right Achievement Emphasis	2.903	3.054	2.183	2.133	3.001	2.832
TEV34	Student Outcomes Reflect Performance	2.622	2.644	1.885	1.753	2.647	2.545
TEV Total Averages		2.887	2.864	2.207	2.109	2.925	2.842
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.694	2.655	2.174	2.118	2.888	2.843
PEV36	Well-Trained Evaluators	2.917	3.250	2.605	2.867	3.280	3.250
PEV37	Teachers Have Enough Selection Input	2.450	2.500	1.773	2.129	2.268	2.290
PEV38	Peer Evaluation Used Formatively	2.780	2.918	2.405	2.571	2.386	2.610
PEV39	Peer Evaluation Used Summatively	2.679	2.354	2.059	2.360	2.347	2.252
PEV40	Staff Cooperation Encouraged	2.882	2.759	2.421	2.471	2.916	2.844
PEV Total Averages		2.787	2.655	2.296	2.423	2.707	2.691

Table 10 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.919	2.774	2.541	2.421	2.887	2.873
CLP42	Advancement Criteria Understood	3.089	2.894	2.704	2.471	3.149	3.009
CLP43	Can Stay at Same Level	2.966	2.912	2.523	2.432	3.002	2.948
CLP44	Challenging CLP Criteria	2.671	2.760	1.833	1.721	2.675	2.626
CLP45	Evaluation Material Standards	3.040	2.877	2.586	2.286	2.957	2.803
CLP46	Adequate Materials Assistance	2.969	2.725	2.472	2.407	2.846	2.738
CLP47	Outside Advancement Opportunities	3.106	2.938	2.517	2.422	3.002	2.940
CLP48	Teachers Involved in CLP Development	2.948	2.822	2.425	2.307	2.874	2.761
CLP49	Net Positive Benefits of Top Responsblts.	2.880	2.813	2.045	1.940	2.717	2.654
CLP50	Clear Personnel Criteria	2.730	2.456	2.182	1.953	2.587	2.454
CLP51	Top Responsibilities Appropriate	3.038	3.015	2.362	2.299	2.919	2.953
CLP52	Enough Trained Personnel	3.056	3.021	2.497	2.400	2.963	2.870
CLP53	Teacher Input on Revisions	2.881	2.851	2.386	2.288	2.802	2.727
	CLP Total Averages	2.914	2.832	2.379	2.204	2.874	2.787
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.329	3.099	2.843	2.871	3.287	3.224
CLIM55	Feel Successful in Job	3.524	3.445	3.286	3.178	3.482	3.448
CLIM56	Feel Rewarded in Job	2.940	2.860	2.479	2.446	3.005	2.863
CLIM57	Work Has Clear Purpose	3.562	3.500	3.378	3.307	3.505	3.495
CLIM58	Get Progress Feedback	2.922	2.888	2.656	2.515	2.920	2.863
CLIM59	Cooperative Work Environment	3.263	3.184	3.000	2.980	3.276	3.288
CLIM60	Good Leadership Models	3.244	3.147	2.832	2.723	3.180	3.158
CLIM61	Free of Stress Environment	2.229	2.221	2.080	1.980	2.189	2.181
CLIM62	Job Function Important	3.409	3.370	3.254	3.242	3.381	3.410
CLIM63	Secure in Job Status	3.251	3.256	3.263	3.120	3.340	3.331
CLIM64	Goals Clearly Communicated	3.088	3.056	2.791	2.806	3.059	3.003
CLIM65	Strong Social Network	2.950	2.943	2.699	2.763	2.891	2.867
CLIM66	Communication Level Feels Good	2.896	2.916	2.613	2.474	2.873	2.872
	CLIM Total Averages	3.128	3.056	2.861	2.784	3.104	3.076
	Total Across All PAS Items	2.966	2.903	2.438	2.312	2.947	2.867

Table 11

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10 +		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.335	2.448	2.789	2.693	2.830	2.761	2.868	2.798	2.053	2.353	-	-
GEN15	Retain Most Competent Teachers	2.174	2.265	2.639	2.606	2.657	2.580	2.691	2.689	1.895	2.059	-	-
GEN16	Will Improve Instruction	2.473	2.585	2.953	2.865	3.026	2.911	3.127	3.127	2.256	2.471	-	-
GEN17	Student Progress Improved	2.357	2.483	2.796	2.728	2.880	2.754	2.976	2.898	2.179	2.118	-	-
GEN18	Encourage Teacher Cooperation	2.293	2.333	2.686	2.536	2.793	2.600	2.939	2.818	2.189	2.000	-	-
GEN19	Improve Teacher Morale	2.000	2.042	2.384	2.250	2.371	2.266	2.505	2.415	1.861	1.563	-	-
GEN20	Improve Perceived Professional Status	2.401	2.469	2.749	2.760	2.785	2.768	2.902	2.840	2.270	2.313	-	-
GEN21	Money Rewards Available	3.140	3.077	3.239	3.003	3.140	2.972	3.413	3.180	3.128	3.000	-	-
GEN22	Intrinsic Rewards Available	2.247	2.299	2.598	2.508	2.626	2.549	2.819	2.703	1.838	2.176	-	-
GEN23	Goals Clearly Communicated	2.758	2.684	3.067	2.938	3.127	2.889	3.300	3.143	2.400	2.375	-	-
GEN Total Averages		2.429	2.470	2.791	2.687	2.819	2.709	2.951	2.863	2.229	2.288	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.653	2.571	3.029	2.945	3.249	3.041	3.358	3.352	2.261	2.556	-	-
STF25	Administrators Well Trained	2.804	2.611	3.007	2.973	3.148	3.033	3.239	3.220	2.765	2.778	-	-
STF26	Peer Evaluators Well Trained	2.691	2.849	3.092	2.862	3.160	2.867	3.440	3.528	2.333	2.750	-	-
STF27	Adequate Teacher Skills Resources	2.876	2.838	2.989	2.851	3.144	2.924	3.190	3.247	2.545	2.273	-	-
STF Total Averages		2.776	2.699	3.004	2.899	3.148	2.990	3.281	3.299	2.352	2.333	-	-

Table 11 (Cont'd. - Page 2)

PAHSE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.841	2.577	3.051	3.027	3.100	2.990	3.213	3.123	2.632	2.818	-	-
TEV29	Administrators Fairly Evaluate	2.621	2.615	3.024	2.987	3.102	3.014	3.265	3.167	2.263	2.500	-	-
TEV30	Consistent Evaluation Procedures	2.373	2.316	2.579	2.602	2.795	2.636	2.831	3.023	2.250	2.364	-	-
TEV31	Evaluation Time Sufficient	2.574	2.586	2.777	2.787	3.058	3.081	3.177	3.400	2.632	2.583	-	-
TEV32	Time Worth Benefits Gained	2.247	2.495	2.853	2.764	2.889	2.763	3.089	2.994	2.143	2.615	-	-
TEV33	Right Achievement Emphasis	2.469	2.571	2.958	2.827	2.929	2.869	3.043	2.820	1.923	2.083	-	-
TEV34	Student Outcomes Reflect Performance	2.147	2.330	2.587	2.504	2.603	2.559	2.727	2.524	1.944	2.000	-	-
TEV Total Averages		2.507	2.484	2.791	2.771	2.799	2.842	3.052	3.005	2.219	2.365	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.356	2.514	2.711	2.659	2.860	2.472	2.950	3.072	1.800	2.000	-	-
PEV36	Well-Trained Evaluators	2.651	3.185	3.091	2.969	3.255	3.014	3.315	3.567	3.000	2.750	-	-
PEV37	Teachers Have Enough Selection Input	2.000	2.556	2.290	2.228	2.553	2.139	1.993	2.435	2.750	1.750	-	-
PEV38	Peer Evaluation Used Formatively	2.410	3.130	2.481	2.672	2.733	2.740	2.180	2.518	3.750	2.250	-	-
PEV39	Peer Evaluation Used Summatively	2.143	2.917	2.406	2.242	2.295	2.167	2.452	2.239	2.500	3.000	-	-
PEV40	Staff Cooperation Encouraged	2.472	2.727	2.814	2.647	3.009	2.679	2.918	3.047	2.778	2.500	-	-
PEV Total Averages		2.382	2.726	2.679	2.591	2.779	2.531	2.682	2.831	2.556	2.375	-	-

Table 11 (Cont'd. - Page 3)

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.812	2.718	2.887	2.897	2.869	2.799	2.713	2.664	2.353	2.700	-	-
CLP42	Advancement Criteria Understood	2.981	2.653	3.102	2.931	3.099	2.962	3.148	3.197	2.708	2.818	-	-
CLP43	Can Stay at Same Level	2.691	2.874	2.982	2.911	2.920	2.830	3.082	3.018	2.792	2.545	-	-
CLP44	Challenging CLP Criteria	2.135	2.235	2.653	2.543	2.621	2.654	2.703	2.848	1.923	2.167	-	-
CLP45	Evaluation Material Standards	2.782	2.564	2.910	2.742	3.018	2.827	3.000	2.918	2.632	2.455	-	-
CLP46	Adequate Materials Assistance	2.669	2.660	2.808	2.651	2.887	2.731	2.926	2.942	2.522	2.636	-	-
CLP47	Outside Advancement Opportunities	2.819	2.802	2.951	2.866	2.997	2.899	3.054	3.126	2.739	2.636	-	-
CLP48	Teachers Involved in CLP Development	2.712	2.568	2.870	2.746	2.814	2.676	2.843	2.919	2.577	2.273	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.439	2.344	2.670	2.560	2.793	2.651	2.770	2.918	2.087	2.455	-	-
CLP50	Clear Personnel Criteria	2.390	2.350	2.508	2.335	2.709	2.518	2.681	2.687	2.421	2.375	-	-
CLP51	Top Responsibilities Appropriate	2.611	2.725	2.935	2.919	2.897	2.895	2.910	3.092	2.700	2.273	-	-
CLP52	Enough Trained Personnel	2.804	2.677	2.941	2.839	3.003	2.936	2.888	2.988	2.714	2.182	-	-
CLP53	Teacher Input on Revisions	2.678	2.630	2.802	2.691	2.750	2.696	2.789	2.896	2.476	2.273	-	-
	CLP Total Averages	2.661	2.550	2.844	2.732	2.860	2.772	2.877	2.932	2.380	2.374	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	2.182	3.170	3.252	3.183	3.241	3.134	3.307	3.293	2.947	2.938	-	-
CLIM55	Feel Successful in Job	3.495	3.434	3.476	3.410	3.443	3.410	3.498	3.519	3.316	3.125	-	-
CLIM56	Feel Rewarded in Job	2.817	2.839	2.935	2.802	2.894	2.794	3.106	3.028	2.757	2.625	-	-
CLIM57	Work Has Clear Purpose	3.564	3.460	3.496	3.492	3.455	3.416	3.571	3.588	3.385	3.235	-	-

Table 11 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.778	2.685	2.846	2.779	2.922	2.852	3.127	3.192	2.892	2.800	-	-
CLIM59	Cooperative Work Environment	3.240	3.115	3.245	3.262	3.273	3.198	3.267	3.409	3.000	3.294	-	-
CLIM60	Good Leadership Models	3.038	2.911	3.152	3.104	3.203	3.134	3.257	3.376	2.973	3.813	-	-
CLIM61	Free of Stress Environment	2.272	2.250	2.176	2.201	2.146	2.116	2.161	2.121	2.205	1.941	-	-
CLIM62	Job Function Important	3.473	3.396	3.360	3.380	3.365	3.381	3.381	3.421	3.237	3.235	-	-
CLIM63	Secure in Job Status	3.326	3.345	3.354	3.343	3.216	3.184	3.357	3.383	3.231	2.941	-	-
CLIM64	Goals Clearly Communicated	2.972	2.963	3.048	2.997	3.023	2.942	3.043	3.122	2.974	2.667	-	-
CLIM65	Strong Social Network	2.876	2.881	2.847	2.856	2.916	2.836	2.958	2.966	2.974	2.563	-	-
CLIM66	Communication Level Feels Good	2.819	2.722	2.831	2.812	2.882	2.906	2.896	2.977	2.842	2.438	-	-
CLIM Total Averages		3.065	2.992	3.078	3.044	3.073	3.021	3.143	3.186	2.979	2.842	-	-
Total Averages Across ALL PAS Items		2.673	2.614	2.896	2.811	2.945	2.852	3.003	3.019	2.505	2.466	-	-

Table 12

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.688	2.868	3.111	3.046	2.841	2.421	2.717	2.605	3.038	2.742	-	-
GEN15	Retain Most Competent Teachers	2.508	2.575	3.017	2.937	2.767	2.262	2.593	2.415	2.974	2.613	-	-
GEN16	Will Improve Instruction	2.855	2.836	3.361	3.369	2.977	2.661	3.083	2.940	3.286	2.806	-	-
GEN17	Student Progress Improved	2.720	2.706	3.153	3.065	2.833	2.590	2.867	2.741	3.156	2.844	-	-
GEN18	Encourage Teacher Cooperation	2.602	2.487	3.000	3.038	3.093	2.533	3.102	2.706	3.128	2.531	-	-
GEN19	Improve Teacher Morale	2.270	2.201	2.661	2.667	2.651	2.180	2.400	2.272	2.779	2.194	-	-
GEN20	Improve Perceived Professional Status	2.642	2.714	3.099	3.077	2.976	2.695	2.817	2.683	3.039	2.871	-	-
GEN21	Money Rewards Available	3.124	2.988	3.550	3.432	3.045	2.742	3.267	2.762	2.564	3.094	-	-
GEN22	Intrinsic Rewards Available	2.502	2.478	2.975	3.031	2.929	2.361	2.576	2.386	2.792	2.594	-	-
GEN23	Goals Clearly Communicated	3.018	2.933	3.318	3.148	3.136	2.617	3.407	2.941	3.312	2.969	-	-
GEN Total Averages		2.693	2.660	3.121	3.083	2.918	2.506	2.882	2.657	3.108	2.733	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.008	2.988	3.422	3.398	3.000	2.721	3.550	3.012	3.342	2.931	-	-
STF25	Administrators Well Trained	2.982	2.994	3.238	3.265	3.209	2.897	3.446	3.089	3.197	2.714	-	-
STF26	Peer Evaluators Well Trained	2.795	2.765	3.505	3.583	3.316	2.393	3.431	3.173	3.475	3.000	-	-
STF27	Adequate Teacher Skills Resources	2.925	2.868	3.227	3.248	3.317	2.741	3.439	3.173	3.494	2.759	-	-
STF Total Averages		2.951	2.930	3.338	3.338	3.152	2.753	3.432	2.788	3.350	2.812	-	-

Table 12 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	3.033	3.038	3.191	3.170	3.214	2.833	3.169	2.845	3.205	2.774	-	-
TEV29	Administrators Fairly Evaluate	2.983	2.987	3.305	3.224	3.146	2.931	3.286	3.037	3.275	2.800	-	-
TEV30	Consistent Evaluation Procedures	2.538	2.569	2.915	3.146	2.927	2.473	2.983	2.854	3.028	2.710	-	-
TEV31	Evaluation Time Sufficient	2.798	2.885	3.143	3.255	2.738	2.828	3.339	3.108	3.236	2.967	-	-
TEV32	Time Worth Benefits Gained	2.770	2.759	3.213	3.133	2.952	2.458	2.707	2.663	3.205	2.812	-	-
TEV33	Right Achievement Emphasis	2.875	2.827	3.117	2.980	2.976	2.831	3.035	2.658	3.171	2.613	-	-
TEV34	Student Outcomes Reflect Performance	2.516	2.511	2.830	2.687	2.825	2 407	2.571	2.304	2.797	2.548	-	-
TEV Total Averages		2.780	2.791	3.093	3.061	2.940	2.678	2.996	2.788	3.118	2.697	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.454	2.459	3.015	3.079	2.533	2.214	2.913	2.800	3.057	2.562	-	-
PEV36	Well-Trained Evaluators	2.704	2.783	3.449	3.664	3.167	2.417	3.130	3.284	3.386	3.063	-	-
PEV37	Teachers Have Enough Selection Input	2.283	2.145	2.044	2.466	2.700	1.818	2.773	2.352	2.472	2.125	-	-
PEV38	Peer Evaluation Used Formatively	2.672	2.800	2.000	2.240	3.000	2.429	3.091	3.076	2.636	2.769	-	-
PEV39	Peer Evaluation Used Summatively	2.224	2.046	2.447	2.441	2.400	2.273	2.357	2.238	2.633	1.917	-	-
PEV40	Staff Cooperation Encouraged	2.563	2.496	2.910	3.081	3.000	2.000	3.239	3.086	3.211	3.133	-	-
PEV Total Averages		2.537	2.485	2.700	2.856	2.898	2.296	2.933	2.820	2.923	2.662	-	-

Table 12 (Cont'd. - Page 3)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		10+	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.874	2.907	2.891	2.810	3.097	2.524	2.412	2.400	2.714	2.750	-	-
CLP42	Advancement Criteria Understood	3.032	2.952	3.288	3.166	3.156	2.649	3.254	3.074	3.211	3.069	-	-
CLP43	Can Stay at Same Level	2.931	2.907	3.118	3.042	2.837	2.500	2.893	2.861	3.099	3.074	-	-
CLP44	Challenging CLP Criteria	2.540	2.541	2.928	2.871	2.905	2.643	2.696	2.759	2.803	2.778	-	-
CLP45	Evaluation Material Standards	2.871	2.764	3.093	2.933	3.190	2.569	3.000	2.821	3.211	2.929	-	-
CLP46	Adequate Materials Assistance	2.743	2.671	3.045	2.954	2.976	2.517	2.982	2.716	3.169	2.926	-	-
CLP47	Outside Advancement Opportunities	2.852	2.878	3.293	3.150	3.025	2.650	3.164	2.878	3.250	2.960	-	-
CLP48	Teachers Involved in CLP Development	2.756	2.719	3.062	3.110	3.029	2.298	3.036	2.639	3.083	2.714	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.606	2.555	2.929	2.980	2.800	2.408	2.821	2.688	3.099	2.778	-	-
CLP50	Clear Personnel Criteria	2.467	2.352	2.750	2.840	2.679	2.179	2.977	2.448	3.000	2.560	-	-
CLP51	Top Responsibilities Appropriate	2.829	2.930	3.019	3.076	3.024	2.707	3.073	2.851	3.176	3.074	-	-
CLP52	Enough Trained Personnel	2.908	2.874	2.919	2.974	3.081	2.596	3.182	2.914	3.264	3.037	-	-
CLP53	Teacher Input on Revisions	2.706	2.691	2.982	3.026	2.868	2.453	2.793	2.650	3.972	2.571	-	-
	CLP Total Averages	2.774	2.743	3.012	2.981	2.960	2.525	2.934	2.752	3.065	2.760	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.211	3.206	3.322	3.331	3.200	2.903	3.417	3.106	3.461	2.871	-	-
CLIM55	Feel Successful in Job	3.448	3.440	3.525	3.586	3.333	3.194	3.550	3.224	3.493	3.437	-	-
CLIM56	Feel Rewarded in Job	2.865	2.802	3.135	3.159	3.022	2.548	3.069	2.738	3.213	3.000	-	-
CLIM57	Work Has Clear Purpose	2.453	3.488	3.611	3.574	3.600	3.403	3.483	3.435	3.658	3.500	-	-

Table 12 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.805	2.810	3.120	3.143	2.905	2.742	3.220	3.036	3.299	2.781	-	-
CLIM59	Cooperative Work Environment	3.196	3.254	3.359	3.337	3.333	2.984	3.390	3.329	3.493	3.375	-	-
CLIM60	Good Leadership Models	3.108	3.114	3.294	3.283	3.267	3.066	3.483	3.259	3.377	3.250	-	-
CLIM61	Free of Stress Environment	2.125	2.166	2.259	2.261	2.511	2.050	2.117	1.988	2.289	2.290	-	-
CLIM62	Job Function Important	3.336	3.416	3.417	3.379	2.568	3.242	3.367	3.306	3.558	3.281	-	-
CLIM63	Secure in Job Status	3.302	3.343	3.401	3.420	3.200	3.049	3.267	2.965	3.474	3.281	-	-
CLIM64	Goals Clearly Communicated	2.981	3.002	3.116	3.150	3.111	2.758	3.267	2.965	3.312	3.094	-	-
CLIM65	Strong Social Network	2.825	2.865	2.970	3.000	3.024	2.787	3.068	2.798	3.158	2.656	-	-
CLIM66	Communication Level Feels Good	2.771	2.848	2.978	3.013	3.045	2.656	3.153	2.793	3.158	2.633	-	-
CLIM Total Averages		3.032	3.055	3.189	3.204	3.168	2.875	3.222	2.998	3.303	3.042	-	-
Total Averages Across ALL PAS Items		2.838	2.823	3.081	3.088	3.001	2.648	3.061	2.832	3.146	2.804	-	-

Table 13

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	3.071	3.029	3.000	2.905	2.929	2.583	2.600	1.250	2.714	2.800
GEN15	Retain Most Competent Teachers	2.893	2.854	2.773	2.780	2.857	2.640	2.500	1.600	2.464	2.563
GEN16	Will Improve Instruction	3.310	3.146	3.093	3.293	2.857	2.800	2.833	1.800	3.036	2.750
GEN17	Student Progress Improved	3.000	3.049	3.023	3.171	2.643	2.680	2.833	1.800	2.926	2.625
GEN18	Encourage Teacher Cooperation	2.966	2.875	2.659	2.927	2.846	2.560	2.500	1.600	2.607	2.500
GEN19	Improve Teacher Morale	2.481	2.487	2.545	2.561	2.643	2.400	2.667	1.250	2.407	2.286
GEN20	Improve Perceived Professional Status	2.889	3.150	2.818	2.949	2.846	2.480	2.500	1.333	2.750	2.875
GEN21	Money Rewards Available	3.241	3.317	3.318	3.390	3.357	3.040	3.167	2.200	3.393	2.938
GEN22	Intrinsic Rewards Available	2.967	2.975	3.091	2.786	2.929	2.720	2.833	1.400	2.407	2.333
GEN23	Goals Clearly Communicated	3.033	2.900	3.227	3.122	3.357	2.960	3.000	2.400	2.852	2.400
GEN Total Averages		3.004	2.982	2.952	2.973	2.919	2.684	2.746	1.767	2.757	2.627
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	3.000	3.200	3.357	3.488	3.357	3.120	2.833	2.400	3.000	2.400
STF25	Administrators Well Trained	3.038	3.051	3.282	3.275	3.462	3.125	3.000	2.600	3.000	2.286
STF26	Peer Evaluators Well Trained	3.385	3.214	3.350	3.474	3.400	2.929	3.000	4.000	3.429	2.250
STF27	Adequate Teacher Skills Resources	3.069	3.111	3.275	3.275	3.429	3.080	2.667	1.800	2.760	2.538
STF Total Averages		3.072	3.101	3.285	3.315	3.375	3.113	2.875	2.317	2.885	2.383

Table 13 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	3.103	3.122	3.100	3.395	3.357	2.960	2.667	2.600	3.038	2.750
TEV29	Administrators Fairly Evaluate	3.138	3.350	3.256	3.389	3.214	3.160	3.167	2.600	2.833	2.786
TEV30	Consistent Evaluation Procedures	2.897	3.051	2.929	2.974	2.929	2.696	2.833	2.000	2.407	2.357
TEV31	Evaluation Time Sufficient	2.966	2.950	3.300	3.211	3.000	3.167	3.167	2.400	3.000	2.467
TEV32	Time Worth Benefits Gained	3.222	2.976	3.098	3.135	3.071	2.720	3.000	2.600	2.885	2.937
TEV33	Right Achievement Emphasis	2.846	3.081	2.846	2.886	2.545	2.667	2.333	2.750	2.875	2.500
TEV34	Student Outcomes Reflect Performance	2.783	2.676	2.946	3.000	2.000	2.409	2.000	2.500	2.760	2.533
TEV Total Averages		2.988	3.040	3.048	3.162	2.980	2.835	2.766	2.514	2.811	2.628
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.357	2.952	2.882	3.267	2.714	3.000	2.500	2.000	3.500	2.000
PEV36	Well-Trained Evaluators	3.231	3.313	3.118	3.533	3.286	3.111	3.400	4.000	4.000	3.000
PEV37	Teachers Have Enough Selection Input	2.385	2.438	2.389	2.538	2.571	2.167	3.000	-	3.000	2.000
PEV38	Peer Evaluation Used Formatively	2.923	2.714	2.688	2.455	2.571	2.625	1.800	2.000	2.000	3.000
PEV39	Peer Evaluation Used Summatively	2.231	2.500	2.077	2.385	2.833	2.000	2.000	2.000	2.000	2.000
PEV40	Staff Cooperation Encouraged	2.714	3.467	2.737	3.143	3.400	2.667	2.600	-	3.000	2.500
PEV Total Averages		2.697	2.899	2.672	2.921	2.883	2.672	2.513	1.875	2.867	2.467

Table 13 (Cont'd. - Page 3)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.923	3.367	3.250	3.351	3.154	3.417	2.833	1.500	3.000	3.000
CLP42	Advancement Criteria Understood	3.138	3.056	3.119	3.359	3.500	3.080	3.000	2.200	2.846	2.571
CLP43	Can Stay at Same Level	2.862	3.028	3.143	3.205	2.857	3.042	2.833	2.200	2.680	2.357
CLP44	Challenging CLP Criteria	2.852	2.878	2.786	2.553	2.429	2.560	3.167	1.600	2.692	2.571
CLP45	Evaluation Material Standards	2.962	3.073	3.195	2.974	2.929	3.040	2.833	2.200	2.958	3.000
CLP46	Adequate Materials Assistance	3.000	2.878	3.146	3.050	2.769	3.000	3.000	2.200	2.808	2.667
CLP47	Outside Advancement Opportunities	3.000	3.051	3.333	3.263	3.000	3.083	2.667	1.600	3.077	3.077
CLP48	Teachers Involved in CLP Development	3.111	3.300	3.024	3.400	3.429	3.240	2.833	1.400	2.783	2.769
CLP49	Net Positive Benefits of Top Responsblts	3.115	3.167	2.744	3.030	2.571	2.818	2.167	1.000	2.750	2.308
CLP50	Clear Personnel Criteria	2.875	2.921	2.806	2.676	2.538	2.619	2.333	1.000	2.600	2.444
CLP51	Top Responsibilities Appropriate	3.280	3.229	2.949	3.000	2.857	2.913	2.500	2.600	2.625	2.800
CLP52	Enough Trained Personnel	3.308	3.000	3.179	3.150	3.286	3.087	2.667	2.200	3.048	2.786
CLP53	Teacher Input on Revisions	3.000	2.927	3.105	3.189	3.333	3.250	2.833	1.600	2.840	2.643
	CLP Total Averages	2.974	3.047	3.039	3.120	2.961	3.000	2.744	1.909	2.806	2.683
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.276	3.182	3.412	3.607	3.333	3.333	2.667	2.500	3.280	3.786
CLIM55	Feel Successful in Job	3.379	3.333	3.471	3.571	3.333	3.278	3.667	3.250	3.500	3.733
CLIM56	Feel Rewarded in Job	3.138	3.147	3.265	3.074	3.000	3.111	2.667	2.500	3.000	2.867
CLIM57	Work Has Clear Purpose	3.448	3.485	3.576	3.607	3.444	3.412	3.667	3.500	3.360	3.733

Table 13 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	3.143	3.156	3.094	3.074	2.889	2.882	2.000	2.000	3.000	2.733
CLIM59	Cooperative Work Environment	3.483	3.324	3.312	3.643	3.333	3.611	2.667	2.750	3.520	3.533
CLIM60	Good Leadership Models	3.536	3.375	3.303	3.679	3.500	3.667	2.333	2.750	3.160	3.200
CLIM61	Free of Stress Environment	2.536	2.212	2.636	2.750	2.778	2.556	2.000	1.500	2.231	2.067
CLIM62	Job Function Important	3.615	3.182	3.667	3.750	3.444	3.500	3.000	3.250	3.520	3.400
CLIM63	Secure in Job Status	3.444	3.294	3.438	3.536	3.444	3.444	2.667	3.500	3.360	3.333
CLIM64	Goals Clearly Communicated	3.111	3.125	3.125	3.444	3.111	3.278	3.000	2.750	3.125	2.733
CLIM65	Strong Social Network	3.038	2.848	2.909	3.333	3.111	3.111	2.333	2.250	3.083	3.000
CLIM66	Communication Level Feels Good	2.846	2.882	3.000	3.346	2.889	3.118	2.000	2.250	2.783	3.067
CLIM Total Averages		3.230	3.109	3.244	3.421	3.198	3.261	2.667	2.673	3.137	3.164
Total Averages Across ALL PAS Items		3.028	3.040	3.076	3.144	3.076	2.962	2.748	2.221	2.890	2.686

Table 14

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	3.071	2.872	2.850	3.063	2.923	2.615	2.917	2.273	2.818	2.941	-	-
GEN15	Retain Most Competent Teachers	2.857	2.750	2.619	2.875	2.846	2.692	2.846	2.000	2.606	2.579	-	-
GEN16	Will Improve Instruction	3.207	3.050	2.952	3.250	2.923	3.154	3.167	2.667	3.091	2.842	-	-
GEN17	Student Progress Improved	3.071	2.950	2.952	3.063	2.692	3.077	2.833	2.417	3.000	2.842	-	-
GEN18	Encourage Teacher Cooperation	2.897	2.900	2.571	2.938	3.000	2.538	2.833	2.083	2.788	2.556	-	-
GEN19	Improve Teacher Morale	2.690	2.436	2.400	2.750	2.583	2.385	2.231	2.083	2.594	2.389	-	-
GEN20	Improve Perceived Professional Status	2.964	2.892	2.550	3.125	2.750	2.692	2.538	2.636	2.848	2.737	-	-
GEN21	Money Rewards Available	3.345	3.341	3.190	3.313	3.000	3.385	2.917	2.833	3.424	3.000	-	-
GEN22	Intrinsic Rewards Available	3.000	2.825	3.000	2.625	2.846	2.846	2.833	2.417	2.606	2.611	-	-
GEN23	Goals Clearly Communicated	3.172	3.125	3.048	2.938	3.231	3.231	3.154	2.500	3.061	2.778	-	-
GEN Total Averages		3.018	2.915	2.824	2.994	2.887	2.862	2.775	2.390	2.897	2.732	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.172	3.488	3.105	3.333	3.417	3.231	3.385	2.917	3.194	2.833	-	-
STF25	Administrators Well Trained	3.107	3.300	3.235	3.067	3.385	3.167	3.462	2.750	3.133	2.765	-	-
STF26	Peer Evaluators Well Trained	3.292	3.438	3.778	3.571	3.167	3.250	3.500	2.600	3.500	2.500	-	-
STF27	Adequate Teacher Skills Resources	3.207	3.421	3.056	3.250	3.077	3.308	3.231	2.667	2.871	2.824	-	-
STF Total Averages		3.172	3.419	3.108	3.151	3.276	3.256	3.359	2.764	3.031	2.778	-	-

Table 14 (Cont'd. - Page 2)

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question	1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:												
TEV28 Performance Levels Clearly Defined	3.069	3.293	3.000	3.063	3.077	3.250	3.077	3.000	3.063	3.000	-	-
TEV29 Administrators Fairly Evaluate	3.00	3.366	3.222	3.308	3.154	3.583	3.231	3.091	2.897	3.000	-	-
TEV30 Consistent Evaluation Procedures	2.793	3.049	2.833	2.750	2.769	3.273	2.769	2.545	2.719	2.750	-	-
TEV31 Evaluation Time Sufficient	3.071	3.171	3.188	2.875	2.846	3.273	3.077	2.818	3.156	2.706	-	-
TEV32 Time Worth Benefits Gained	3.107	3.025	3.176	3.000	2.846	3.091	3.000	2.909	3.000	2.944	-	-
TEV33 Right Achievement Emphasis	2.769	2.838	2.706	3.067	2.750	2.833	2.462	2.455	2.966	2.647	-	-
TEV34 Student Outcomes Reflect Performance	2.667	2.758	2.714	2.769	2.727	2.500	2.455	2.600	2.759	2.688	-	-
TEV Total Averages	2.915	3.095	2.954	2.952	2.910	3.110	2.842	2.771	2.926	2.830	-	-
Peer Evaluation Concepts:												
PEV35 Chosen for Top Qualifications	2.762	3.154	2.636	3.333	2.800	3.000	1.500	2.250	3.833	2.500	-	-
PEV36 Well-Trained Evaluators	3.227	3.500	3.200	3.333	3.333	3.000	2.500	2.667	4.000	3.000	-	-
PEV37 Teachers Have Enough Selection Input	2.429	2.375	2.100	2.400	2.800	-	2.500	2.000	3.600	2.500	-	-
PEV38 Peer Evaluation Used Formatively	2.364	2.409	2.556	3.750	3.000	3.500	2.500	2.333	2.833	3.000	-	-
PEV39 Peer Evaluation Used Summatively	1.955	2.429	2.444	3.000	2.750	1.000	2.000	1.667	3.000	2.500	-	-
PEV40 Staff Cooperation Encouraged	2.737	3.435	2.700	3.000	3.333	2.667	2.500	2.333	3.600	2.500	-	-
PEV Total Averages	2.584	2.912	2.545	3.106	3.128	2.850	2.333	1.958	3.439	2.667	-	-

Table 14 (Cont'd. - Page 3)

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.963	3.361	3.000	2.933	3.250	3.600	3.333	3.273	3.120	3.200	-	-
CLP42	Advancement Criteria Understood	3.069	3.385	3.100	3.067	3.154	3.250	3.308	2.818	3.065	2.706	-	-
CLP43	Can Stay at Same Level	2.926	3.205	2.750	3.133	2.923	3.400	2.917	2.545	2.871	2.588	-	-
CLP44	Challenging CLP Criteria	2.621	2.769	2.778	2.813	2.500	2.667	3.333	2.273	2.774	2.647	-	-
CLP45	Evaluation Material Standards	2.966	3.171	2.947	3.125	2.750	3.182	3.154	2.909	3.069	2.938	-	-
CLP46	Adequate Materials Assistance	2.857	3.250	3.000	3.000	2.917	3.308	3.000	2.750	2.937	2.800	-	-
CLP47	Outside Advancement Opportunities	3.034	3.300	3.211	3.357	3.250	3.273	3.083	2.750	3.194	3.125	-	-
CLP48	Teachers Involved in CLP Development	3.103	3.275	2.882	3.563	3.308	3.500	3.250	2.917	3.000	3.000	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.893	3.000	2.286	3.455	2.615	3.083	2.750	2.364	2.931	2.800	-	-
CLP50	Clear Personnel Criteria	2.607	2.919	2.733	2.214	2.750	3.000	2.846	2.545	2.905	2.538	-	-
CLP51	Top Responsibilities Appropriate	3.000	2.923	2.895	3.417	2.833	3.154	3.182	2.750	2.733	2.944	-	-
CLP52	Enough Trained Personnel	3.107	3.289	3.250	3.188	3.231	3.154	3.091	2.500	3.154	3.000	-	-
CLP53	Teacher Input on Revisions	3.074	3.079	2.750	3.267	3.333	3.333	3.083	2.583	2.967	2.941	-	-
	CLP Total Averages	2.906	3.129	2.894	3.108	2.988	3.217	3.034	2.710	2.918	2.837	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.143	3.323	3.118	3.667	3.545	3.556	3.455	3.182	3.345	3.800	-	-
CLIM55	Feel Successful in Job	3.190	3.484	2.294	3.667	3.455	3.556	3.727	3.273	3.552	3.750	-	-
CLIM56	Feel Rewarded in Job	2.952	3.161	3.176	3.000	3.091	3.556	3.182	2.818	3.103	2.813	-	-
CLIM57	Work Has Clear Purpose	3.286	3.414	3.625	3.600	3.273	3.556	3.900	3.545	3.414	3.750	-	-

Table 14 (Cont'd. - Page 4)

PHASE I PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.952	2.897	3.063	3.222	3.000	3.222	2.818	2.909	3.138	2.813	-	-
CLIM59	Cooperative Work Environment	3.238	3.548	3.267	3.500	3.364	3.778	3.545	3.273	3.517	2.563	-	-
CLIM60	Good Leadership Models	3.350	3.433	3.375	3.556	3.500	3.500	3.545	3.182	3.310	3.313	-	-
CLIM61	Free of Stress Environment	2.350	2.452	2.688	2.300	2.636	2.778	2.455	2.182	2.433	2.188	-	-
CLIM62	Job Function Important	3.300	3.387	3.667	3.700	3.600	3.333	3.818	3.600	3.621	3.437	-	-
CLIM63	Secure in Job Status	3.050	3.484	3.333	3.500	3.500	3.778	3.364	3.364	3.414	3.375	-	-
CLIM64	Goals Clearly Communicated	2.857	3.267	3.143	3.444	3.300	3.222	3.364	3.000	3.241	2.875	-	-
CLIM65	Strong Social Network	2.900	3.129	2.667	3.400	3.100	3.111	3.182	2.909	3.172	3.063	-	-
CLIM66	Communication Level Feels Good	2.842	3.000	2.714	3.400	2.800	3.250	2.818	3.000	2.964	3.187	-	-
CLIM Total Averages		3.018	3.227	3.175	3.357	3.260	3.397	3.307	3.087	3.238	3.221	-	-
Total Averages Across ALL PAS Items		2.957	3.117	2.949	3.081	3.044	3.164	3.046	2.720	3.008	2.858	-	-

Table 2

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:									
GEN14	Attracts High Quality People	2.486	2.431	2.463	2.548	2.291	2.000	2.944	2.750
GEN15	Retain Most Competent Teachers	2.318	2.309	2.439	2.317	2.232	2.000	2.824	2.250
GEN16	Will Improve Instruction	2.517	2.454	2.624	2.567	2.370	2.185	2.778	2.571
GEN17	Student Progress Improved	2.459	2.353	2.526	2.467	2.296	2.177	2.647	2.429
GEN18	Encourage Teacher Cooperation	2.255	2.111	2.372	2.275	2.080	1.912	2.611	2.500
GEN19	Improve Teacher Morale	2.168	2.063	2.255	2.123	2.039	1.802	2.526	1.875
GEN20	Improve Perceived Professional Status	2.528	2.598	2.448	2.654	2.313	2.320	2.667	2.429
GEN21	Money Rewards Available	3.350	3.170	3.312	3.199	3.082	2.988	3.211	3.000
GEN22	Intrinsic Rewards Available	2.381	2.388	2.437	2.535	2.239	2.037	2.611	2.444
GEN23	Goals Clearly Communicated	2.869	2.544	2.874	2.552	2.764	2.798	3.278	2.778
GEN Total Averages		2.529	2.458	2.577	2.537	2.382	2.229	2.805	2.506
Staff Development Training Concepts:									
STF24	Received Adequate Inservice	2.939	2.634	2.899	2.580	2.735	2.479	3.000	3.111
STF25	Administrators Well Trained	2.712	2.497	2.787	2.496	2.433	2.143	2.765	2.875
STF26	Peer Evaluators Well Trained	2.588	2.563	2.895	2.609	2.542	2.462	2.818	3.250
STF27	Adequate Teacher Skills Resources	3.002	2.774	2.957	2.776	2.807	2.710	3.056	3.143
STF Total Averages		2.816	2.609	2.889	2.635	2.634	2.426	2.805	2.917

Table 2 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:									
TEV28	Performance Levels Clearly Defined	2.875	2.642	2.800	2.679	2.642	2.529	3.353	2.857
TEV29	Administrators Fairly Evaluate	2.834	2.867	3.018	3.009	2.756	2.688	2.667	2.571
TEV30	Consistent Evaluation Procedures	2.422	2.301	2.645	2.433	2.443	2.563	2.722	2.333
TEV31	Evaluation Time Sufficient	2.656	2.730	2.608	2.478	2.353	2.397	2.882	2.429
TEV32	Time Worth Benefits Gained	2.494	2.517	2.695	2.419	2.366	2.293	2.722	2.429
TEV33	Right Achievement Emphasis	2.859	2.773	2.940	2.765	2.520	2.700	2.941	2.000
TEV34	Student Outcomes Reflect Performance	2.364	2.347	2.421	2.389	2.097	2.197	2.600	2.000
TEV Total Averages		2.550	2.566	2.632	2.546	2.404	2.382	2.824	2.249
Peer Evaluation Concepts:									
PEV35	Chosen for Top Qualifications	2.319	2.248	2.346	2.458	2.053	2.211	2.556	2.429
PEV36	Well-Trained Evaluators	2.667	2.658	2.822	2.750	2.696	2.684	3.000	3.000
PEV37	Teachers Have Enough Selection Input	2.085	2.116	2.114	2.500	1.943	2.154	2.250	2.667
PEV38	Peer Evaluation Used Formatively	2.214	2.032	2.254	2.197	2.098	2.094	2.000	2.667
PEV39	Peer Evaluation Used Summatively	2.711	2.870	2.403	2.785	2.729	2.806	2.444	3.429
PEV40	Staff Cooperation Encouraged	2.042	2.094	2.298	2.356	1.974	2.021	2.667	2.857
PEV Total Averages		2.327	2.338	2366	2.508	2.175	2.280	2.523	2.857

Table 2 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:									
CLP41	Fair Appeal Process	2.727	2.393	2.747	2.664	2.647	2.393	3.313	2.875
CLP42	Advancement Criteria Understood	2.881	2.470	2.874	2.473	2.825	2.446	3.278	2.500
CLP43	Can Stay at Same Level	3.021	2.856	3.024	2.856	2.746	2.588	3.167	3.286
CLP44	Challenging CLP Criteria	2.433	2.412	2.402	2.524	1.993	2.268	2.611	2.571
CLP45	Evaluation Material Standards	2.864	2.440	2.799	2.413	2.830	2.394	3.167	2.857
CLP46	Adequate Materials Assistance	2.985	2.597	3.006	2.578	2.910	2.677	3.263	2.714
CLP47	Outside Advancement Opportunities	3.088	2.932	2.994	2.924	2.636	2.735	3.421	3.571
CLP48	Teachers Involved in CLP Development	2.770	2.724	2.789	2.639	2.493	2.472	3.211	3.286
CLP49	Net Positive Benefits of Top Responsblts	2.526	2.535	2.596	2.711	2.392	2.462	2.812	2.857
CLP50	Clear Personnel Criteria	2.320	2.162	2.275	2.097	2.098	2.146	2.118	2.000
CLP51	Top Responsibilities Appropriate	2.822	2.759	2.702	2.916	2.435	2.493	3.000	2.833
CLP52	Enough Trained Personnel	2.844	2.571	2.766	2.708	2.576	2.343	3.118	2.667
CLP53	Teacher Input on Revisions	2.710	2.540	2.733	2.560	2.484	2.357	3.056	2.833
CLP Total Averages		2.728	2.579	2.713	2.590	2.498	2.372	3.066	2.857
Organizational Climate Survey:									
CLIM54	Feel I Belong	3.165	3.187	3.047	3.029	3.021	3.234	3.125	3.286
CLIM55	Feel Successful in Job	3.545	3.518	3.451	3.474	3.510	2.550	3.563	3.857
CLIM56	Feel Rewarded in Job	2.880	2.963	2.835	2.772	2.667	2.663	3.250	3.143
CLIM57	Work Has Clear Purpose	3.610	3.574	3.541	3.526	3.476	3.564	3.438	4.000

Table 2 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)									
CLIM58	Get Progress Feedback	2.818	2.877	2.698	2.724	2.640	2.627	2.813	3.000
CLIM59	Cooperative Work Environment	3.252	3.356	3.118	3.257	3.119	3.321	3.188	3.286
CLIM60	Good Leadership Models	3.088	3.240	2.990	3.037	2.860	2.909	3.125	3.286
CLIM61	Free of Stress Environment	2.269	2.422	2.255	2.321	2.246	2.358	2.313	2.571
CLIM62	Job Function Important	3.459	3.451	3.477	3.434	3.420	3.367	3.563	4.000
CLIM63	Secure in Job Status	3.397	3.482	3.368	3.365	3.200	3.325	3.563	3.857
CLIM64	Goals Clearly Communicated	3.039	3.153	2.953	2.978	2.831	2.846	3.313	2.857
CLIM65	Strong Social Network	2.830	2.939	2.695	2.904	2.657	2.821	2.938	2.571
CLIM66	Communication Level Feels Good	2.831	2.959	2.716	2.896	2.690	2.818	3.000	2.167
CLIM Total Averages		3.075	3.166	2.998	3.056	2.958	3.003	3.168	3.241
Total Averages Across ALL PAS Items		2.706	2.646	2.732	2.658	2.520	2.443	2.931	2.706

Table 3

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.397	2.352	2.375	2.500	2.562	2.412	2.603	2.674	2.958	2.676	-	-
GEN15	Retain Most Competent Teachers	2.286	2.208	2.154	2.333	2.375	2.350	2.403	2.638	2.902	2.486	-	-
GEN16	Will Improve Instruction	2.479	2.409	2.333	2.500	2.588	2.368	2.605	2.653	2.902	2.641	-	-
GEN17	Student Progress Improved	2.403	2.322	2.133	2.200	2.706	2.400	2.547	2.604	2.837	2.533	-	-
GEN18	Encourage Teacher Cooperation	2.221	2.145	2.375	2.000	2.471	2.100	2.267	2.160	2.408	2.000	-	-
GEN19	Improve Teacher Morale	2.124	2.020	2.313	1.833	2.412	1.800	2.295	2.340	2.429	2.077	-	-
GEN20	Improve Perceived Professional Status	2.444	2.553	2.467	2.333	2.375	2.300	2.600	2.771	2.660	2.684	-	-
GEN21	Money Rewards Available	3.266	3.128	3.063	2.500	3.389	3.100	3.388	3.440	3.462	3.268	-	-
GEN22	Intrinsic Rewards Available	2.326	2.339	2.750	2.600	2.706	2.773	2.461	2.604	2.592	2.400	-	-
GEN23	Goals Clearly Communicated	2.786	2.526	2.867	2.167	3.111	2.818	2.935	2.702	3.519	3.250	-	-
GEN Total Averages		2.470	2.418	2.488	2.289	2.719	2.481	2.618	2.645	2.882	2.597	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.857	2.558	3.167	2.333	3.067	2.944	2.723	2.605	3.373	3.000	-	-
STF25	Administrators Well Trained	2.633	2.411	2.636	2.200	2.733	2.882	2.525	2.476	3.260	2.756	-	-
STF26	Peer Evaluators Well Trained	2.605	2.502	2.833	2.500	2.778	2.500	2.455	2.650	3.273	3.048	-	-
STF27	Adequate Teacher Skills Resources	2.894	2.714	2.929	2.833	3.176	2.941	2.984	2.707	3.451	3.333	-	-
STF Total Averages		2.759	2.540	2.970	2.500	2.921	2.886	2.653	2.578	3.348	3.058	-	-

Table 3 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.780	2.601	2.733	2.833	3.000	2.895	2.934	2.814	3.080	-	-	-
TEV29	Administrators Fairly Evaluate	2.821	2.850	2.923	2.000	3.000	2.556	2.766	3.049	3.313	-	-	-
TEV30	Consistent Evaluation Procedures	2.441	2.364	2.583	2.200	2.800	2.421	2.484	2.463	2.750	-	-	-
TEV31	Evaluation Time Sufficient	2.523	2.602	2.900	2.200	2.714	2.353	2.672	2.667	3.082	-	-	-
TEV32	Time Worth Benefits Gained	2.464	2.444	2.733	2.800	3.071	2.105	2.656	2.786	2.776	-	-	-
TEV33	Right Achievement Emphasis	2.783	2.733	2.857	2.400	3.200	2.563	2.803	2.976	3.091	-	-	-
TEV34	Student Outcomes Reflect Performance	2.287	2.297	2.462	2.000	2.571	2.333	2.349	2.550	2.784	-	-	-
TEV Total Averages		2.489	2.506	2.594	2.452	2.896	2.384	2.613	2.735	2.984	-	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.189	2.249	2.200	2.000	2.200	2.615	2.333	2.421	3.125	-	-	-
PEV36	Well-Trained Evaluators	2.662	2.659	2.750	2.000	2.667	2.667	2.720	2.579	3.500	-	-	-
PEV37	Teachers Have Enough Selection Input	2.027	2.238	2.000	2.000	2.167	2.917	1.826	1.882	2.667	-	-	-
PEV38	Peer Evaluation Used Formatively	2.200	2.146	2.600	2.000	2.000	2.333	1.682	2.067	2.667	-	-	-
PEV39	Peer Evaluation Used Summatively	2.622	2.825	2.200	1.500	1.800	2.667	2.826	3.333	2.800	-	-	-
PEV40	Staff Cooperation Encouraged	2.062	2.146	2.000	2.000	2.500	2.417	2.038	2.100	2.600	-	-	-
PEV Total Averages		2.261	2.367	2.161	2.222	2.294	2.529	2.276	2.417	2.952	-	-	-

Table 3 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.632	2.448	2.364	1.800	3.125	2.375	2.804	2.472	3.396	2.684	-	-
CLP42	Advancement Criteria Understood	2.813	2.410	3.000	2.667	3.188	2.833	2.924	2.478	3.333	2.950	-	-
CLP43	Can Stay at Same Level	2.905	2.782	3.231	2.500	3.375	2.789	3.136	3.000	3.400	3.179	-	-
CLP44	Challenging CLP Criteria	2.294	2.405	2.333	2.667	2.625	2.235	2.344	2.636	2.720	2.500	-	-
CLP45	Evaluation Material Standards	2.772	2.357	3.167	2.500	3.118	2.563	2.922	2.738	3.360	2.842	-	-
CLP46	Adequate Materials Assistance	2.923	2.548	3.267	2.500	3.235	2.684	2.892	2.628	3.431	3.225	-	-
CLP47	Outside Advancement Opportunities	2.908	2.852	2.786	2.667	3.333	3.000	3.238	3.233	3.420	3.256	-	-
CLP48	Teachers Involved in CLP Development	2.624	2.563	3.000	2.667	3.200	2.737	2.875	2.979	3.440	3.395	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.444	2.499	2.429	2.200	2.867	2.474	2.717	2.976	3.073	2.917	-	-
CLP50	Clear Personnel Criteria	2.300	2.145	1.800	1.800	2.250	1.684	1.859	1.955	2.605	2.588	-	-
CLP51	Top Responsibilities Appropriate	2.642	2.712	2.846	2.333	2.882	2.421	2.873	2.907	3.217	3.167	-	-
CLP52	Enough Trained Personnel	2.704	2.505	2.583	3.000	3.133	2.833	2.900	2.500	3.298	3.135	-	-
CLP53	Teacher Input on Revisions	2.588	2.423	2.643	3.167	3.000	2.722	2.836	2.674	3.326	3.200	-	-
CLP Total Averages		2.620	2.501	2.690	2.544	3.018	2.528	2.743	2.715	3.235	3.011	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.085	3.141	3.133	2.833	3.300	3.333	3.078	3.061	3.552	3.588	-	-
CLIM55	Feel Successful in Job	3.483	3.503	3.438	3.000	3.750	3.667	3.689	3.571	3.690	3.588	-	-
CLIM56	Feel Rewarded in Job	2.788	2.852	2.750	3.167	3.167	2.952	2.948	2.937	3.310	3.188	-	-
CLIM57	Work Has Clear Purpose	3.538	3.559	3.250	3.167	3.833	3.667	3.680	3.592	3.793	3.647	-	-

Table 3 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.719	2.775	2.625	2.833	3.222	3.150	2.827	2.857	3.069	3.000	-	-
CLIM59	Cooperative Work Environment	3.156	3.314	3.375	3.000	3.389	3.238	3.187	3.388	3.724	3.529	-	-
CLIM60	Good Leadership Models	2.969	3.099	3.063	2.833	3.350	3.238	3.117	3.286	3.690	3.588	-	-
CLIM61	Free of Stress Environment	2.214	2.369	2.562	2.833	2.500	2.476	2.299	2.367	2.724	2.647	-	-
CLIM62	Job Function Important	3.412	3.398	3.563	3.333	3.800	3.476	3.605	3.592	3.759	3.706	-	-
CLIM63	Secure in Job Status	3.321	3.433	3.437	3.333	3.550	3.143	3.513	3.521	3.483	3.647	-	-
CLIM64	Goals Clearly Communicated	2.929	3.039	3.250	3.000	3.158	3.190	3.041	3.102	3.724	3.375	-	-
CLIM65	Strong Social Network	2.702	2.884	2.937	3.000	3.150	3.143	2.920	2.857	3.310	3.500	-	-
CLIM66	Communication Level Feels Good	2.715	2.874	2.875	3.000	3.000	3.000	2.908	3.021	3.483	3.357	-	-
CLIM Total Averages		2.991	3.092	3.096	3.017	3.322	3.204	3.130	3.162	3.485	3.422	-	-
Total Averages Across ALL PAS Items		2.630	2.582	2.717	2.564	2.937	2.688	2.708	2.777	3.126	2.875	-	-

Table 4

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
General Career Ladder Concepts:					
GEN14	Attracts High Quality People	2.483	2.412	2.383	2.373
GEN15	Retain Most Competent Teachers	2.340	2.288	2.359	2.232
GEN16	Will Improve Instruction	2.544	2.449	2.497	2.417
GEN17	Student Progress Improved	2.463	2.379	2.437	2.311
GEN18	Encourage Teacher Cooperation	2.269	2.171	2.188	2.015
GEN19	Improve Teacher Morale	2.188	2.056	2.128	1.964
GEN20	Improve Perceived Professional Status	2.497	2.578	2.408	2.538
GEN21	Money Rewards Available	3.349	3.161	3.153	3.121
GEN22	Intrinsic Rewards Available	2.429	2.410	2.227	2.288
GEN23	Goals Clearly Communicated	2.840	2.570	2.945	2.678
GEN Total Averages		2.536	2.457	2.491	2.415
Staff Development Training Concepts:					
STF24	Received Adequate Inservice	2.915	2.609	2.806	2.649
STF25	Administrators Well Trained	2.712	2.473	2.610	2.472
STF26	Peer Evaluators Well Trained	2.618	2.582	2.703	2.587
STF27	Adequate Teacher Skills Resources	2.975	2.765	2.900	2.832
STF Total Averages		2.816	2.585	2.750	2.661
Teacher Evaluation System Concepts:					
TEV28	Performance Levels Clearly Defined	2.844	2.609	2.768	2.728
TEV29	Administrators Fairly Evaluate	2.861	2.849	2.892	2.924
TEV30	Consistent Evaluation Procedures	2.484	2.352	2.514	2.455
TEV31	Evaluation Time Sufficient	2.612	2.646	2.565	2.579
TEV32	Time Worth Benefits Gained	2.553	2.475	2.480	2.418
TEV33	Right Achievement Emphasis	2.843	2.749	2.741	2.746
TEV34	Student Outcomes Reflect Performance	2.358	2.346	2.274	2.297
TEV Total Averages		2.559	2.536	2.541	2.530
Peer Evaluation Concepts:					
PEV35	Chosen for Top Qualifications	2.269	2.333	2.255	2.329
PEV36	Well-Trained Evaluators	2.739	2.706	2.681	2.653
PEV37	Teachers Have Enough Selection Input	2.055	2.277	2.098	2.268
PEV38	Peer Evaluation Used Formatively	2.188	2.156	2.224	2.111
PEV39	Peer Evaluation Used Summatively	2.624	2.871	2.707	2.746
PEV40	Staff Cooperation Encouraged	2.090	2.170	2.121	2.250
PEV Total Averages		2.307	2.418	2.307	2.344

Table 4 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
Career Ladder Placement Concepts:					
CLP41	Fair Appeal Process	2.739	2.450	2.723	2.550
CLP42	Advancement Criteria Understood	2.868	2.465	2.913	2.530
CLP43	Can Stay at Same Level	3.024	2.875	2.832	2.707
CLP44	Challenging CLP Criteria	2.395	2.483	2.222	2.260
CLP45	Evaluation Material Standards	2.873	2.412	2.806	2.520
CLP46	Adequate Materials Assistance	2.985	2.583	2.960	2.714
CLP47	Outside Advancement Opportunities	3.042	2.955	2.860	2.846
CLP48	Teachers Involved in CLP Development	2.779	2.659	2.640	2.752
CLP49	Net Positive Benefits of Top Responsblts.	2.561	2.571	2.445	2.602
CLP50	Clear Personnel Criteria	2.268	2.113	2.290	2.198
CLP51	Top Responsibilities Appropriate	2.774	2.793	2.626	2.624
CLP52	Enough Trained Personnel	2.805	2.570	2.701	2.628
CLP53	Teacher Input on Revisions	2.725	2.500	2.563	2.655
CLP Total Averages		2.710	2.572	2.643	2.538
Organizational Climate Survey:					
CLIM54	Feel I Belong	3.152	3.185	2.971	3.059
CLIM55	Feel Successful in Job	3.530	3.534	3.466	3.458
CLIM56	Feel Rewarded in Job	2.868	2.927	2.743	2.720
CLIM57	Work Has Clear Purpose	3.614	3.595	3.417	3.454
CLIM58	Get Progress Feedback	2.797	2.859	2.637	2.661
CLIM59	Cooperative Work Environment	3.227	3.345	3.080	3.311
CLIM60	Good Leadership Models	3.062	3.172	2.943	3.059
CLIM61	Free of Stress Environment	2.277	2.434	2.243	2.264
CLIM62	Job Function Important	3.481	3.459	3.389	3.333
CLIM63	Secure in Job Status	3.375	3.436	3.303	3.483
CLIM64	Goals Clearly Communicated	3.025	3.097	2.890	2.966
CLIM65	Strong Social Network	2.799	2.903	2.708	2.941
CLIM66	Communication Level Feels Good	2.812	2.908	2.674	2.914
CLIM Total Averages		3.065	3.144	2.956	3.030
Total Across All PAS Items		2.701	2.633	2.648	2.600

Table 5

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.470	2.415	2.471	2.160	2.355	2.800	3.000	1.800	3.000	3.000	-	-
GEN15	Retain Most Competent Teachers	2.371	2.287	2.091	2.115	2.226	2.375	2.429	1.800	2.667	2.667	-	-
GEN16	Will Improve Instruction	2.538	2.424	2.353	2.464	2.643	2.800	2.857	2.600	3.000	3.000	-	-
GEN17	Student Progress Improved	2.455	2.355	2.471	2.429	2.483	2.733	3.000	1.500	2.667	3.000	-	-
GEN18	Encourage Teacher Cooperation	2.280	2.134	2.219	1.962	1.969	2.467	2.714	1.800	2.500	2.333	-	-
GEN19	Improve Teacher Morale	2.203	2.026	2.094	2.074	1.967	2.133	2.833	1.200	2.000	2.500	-	-
GEN20	Improve Perceived Professional Status	2.496	2.577	2.529	2.385	2.346	2.615	2.667	3.000	2.333	3.000	-	-
GEN21	Money Rewards Available	3.327	3.156	3.333	3.036	2.813	3.000	4.000	3.000	3.000	3.000	-	-
GEN22	Intrinsic Rewards Available	2.371	2.350	2.588	2.571	2.414	3.000	3.167	2.250	3.000	2.667	-	-
GEN23	Goals Clearly Communicated	2.892	2.611	2.743	2.679	2.625	2.563	3.286	1.600	3.000	2.400	-	-
GEN Total Averages		2.545	2.448	2.478	2.411	2.347	2.649	2.886	2.047	2.663	2.763	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.908	2.638	2.968	2.423	2.483	2.692	3.600	3.200	2.750	2.600	-	-
STF25	Administrators Well Trained	2.689	2.473	2.933	2.792	2.414	2.571	3.400	2.000	3.000	2.200	-	-
STF26	Peer Evaluators Well Trained	2.685	2.536	2.611	2.563	2.407	2.923	3.000	3.000	2.500	4.000	-	-
STF27	Adequate Teacher Skills Resources	3.009	2.805	3.065	2.875	2.071	2.429	3.667	2.400	3.500	3.200	-	-
STF Total Averages		2.825	2.613	2.922	2.638	2.328	2.672	3.403	2.667	2.875	2.733	-	-

Table 5 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.814	2.627	3.067	2.640	2.759	3.000	3.600	2.400	2.667	3.200	-	-
TEV29	Administrators Fairly Evaluate	2.879	2.882	2.963	2.708	2.346	2.500	3.600	3.250	3.500	3.400	-	-
TEV30	Consistent Evaluation Procedures	2.486	2.377	2.846	2.333	2.276	2.214	2.667	1.750	3.000	2.400	-	-
TEV31	Evaluation Time Sufficient	2.580	2.641	2.963	2.640	2.444	2.571	3.500	2.250	2.500	2.800	-	-
TEV32	Time Worth Benefits Gained	2.534	2.463	2.808	2.458	2.333	2.643	3.333	1.500	3.000	3.200	-	-
TEV33	Right Achievement Emphasis	2.827	2.768	3.179	2.417	2.440	2.692	3.600	2.250	3.000	3.000	-	-
TEV34	Student Outcomes Reflect Performance	2.335	2.339	2.481	2.091	2.346	2.786	3.000	2.000	2.000	2.750	-	-
TEV Total Averages		2.550	2.540	2.924	2.480	2.264	2.592	3.159	2.381	2.857	2.962	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.285	2.328	2.400	2.455	2.269	2.167	2.000	3.000	-	2.333	-	-
PEV36	Well-Trained Evaluators	2.743	2.696	2.800	2.600	2.640	2.769	3.000	3.000	-	2.667	-	-
PEV37	Teachers Have Enough Selection Input	2.101	2.271	1.818	2.500	2.037	2.417	1.500	2.667	-	3.000	-	-
PEV38	Peer Evaluation Used Formatively	2.193	2.082	2.400	2.455	2.167	2.583	1.500	1.500	-	2.000	-	-
PEV39	Peer Evaluation Used Summatively	2.603	2.865	2.273	2.333	2.840	2.750	3.500	2.333	-	2.000	-	-
PEV40	Staff Cooperation Encouraged	2.142	2.179	2.700	2.286	1.821	2.333	2.333	2.500	-	1.500	-	-
PEV Total Averages		2.323	2.387	2.362	2.422	2.178	2.531	2.500	2.625	-	2.556	-	-

Table 5 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.740	2.493	3.095	2.238	2.478	2.583	3.600	1.750	2.500	2.600	-	-
CLP42	Advancement Criteria Understood	2.879	2.502	3.143	2.208	2.600	2.500	3.667	2.400	2.667	2.000	-	-
CLP43	Can Stay at Same Level	2.978	2.851	3.259	2.500	2.778	2.643	3.167	2.200	3.333	3.200	-	-
CLP44	Challenging CLP Criteria	2.353	2.442	2.885	2.280	2.290	2.538	2.667	2.000	2.500	2.600	-	-
CLP45	Evaluation Material Standards	2.853	2.432	3.222	2.565	2.800	2.462	3.667	2.200	2.667	2.400	-	-
CLP46	Adequate Materials Assistance	2.992	2.636	3.250	2.478	2.667	2.643	3.600	2.200	2.333	3.000	-	-
CLP47	Outside Advancement Opportunities	3.029	2.959	3.107	2.826	2.310	2.357	3.800	2.600	4.000	3.200	-	-
CLP48	Teachers Involved in CLP Development	2.793	2.701	2.857	2.583	1.968	2.462	3.400	2.400	3.333	3.200	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.544	2.601	2.875	2.375	2.333	2.385	3.000	2.250	3.500	3.000	-	-
CLP50	Clear Personnel Criteria	2.269	2.151	2.375	2.211	2.080	2.000	3.800	2.667	2.333	1.500	-	-
CLP51	Top Responsibilities Appropriate	2.748	2.746	2.846	2.727	2.448	3.000	4.000	2.000	3.333	3.400	-	-
CLP52	Enough Trained Personnel	2.795	2.607	3.038	2.304	2.357	2.462	3.750	2.250	2.333	2.800	-	-
CLP53	Teacher Input on Revisions	2.695	2.546	2.958	2.318	2.300	2.308	3.800	3.000	1.500	2.800	-	-
CLP Total Averages		2.704	2.584	2.986	2.376	2.335	2.499	3.331	2.354	2.804	2.795	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.155	3.163	2.966	3.269	2.424	2.867	3.750	3.667	3.333	3.800	-	-
CLIM55	Feel Successful in Job	3.534	3.529	3.633	3.423	3.063	3.400	3.750	2.333	3.667	3.800	-	-
CLIM56	Feel Rewarded in Job	2.865	2.881	2.767	2.962	2.333	3.067	3.500	2.667	3.333	3.200	-	-
CLIM57	Work Has Clear Purpose	3.573	3.585	3.533	3.615	3.258	3.467	4.000	1.333	3.667	3.600	-	-

Table 5 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.787	2.825	2.767	2.840	2.156	2.733	3.500	2.000	3.333	3.000	-	-
CLIM59	Cooperative Work Environment	3.230	3.351	3.267	3.192	2.515	3.200	4.000	3.000	3.000	3.800	-	-
CLIM60	Good Leadership Models	3.056	3.189	3.000	2.731	2.469	2.733	3.667	3.000	3.667	3.400	-	-
CLIM61	Free of Stress Environment	2.285	2.415	2.379	2.346	1.719	1.933	3.000	3.000	2.000	2.600	-	-
CLIM62	Job Function Important	3.470	3.443	3.567	3.423	3.125	3.267	4.000	3.000	3.667	3.800	-	-
CLIM63	Secure in Job Status	3.359	3.454	3.367	3.462	3.212	3.200	3.500	3.333	3.667	3.400	-	-
CLIM64	Goals Clearly Communicated	3.012	3.074	3.207	3.154	2.394	3.000	3.500	2.667	3.000	3.000	-	-
CLIM65	Strong Social Network	2.795	2.934	2.931	2.840	2.000	2.667	3.667	3.000	3.333	3.200	-	-
CLIM66	Communication Level Feels Good	2.805	2.931	2.967	2.826	2.152	2.733	3.667	2.000	3.333	3.400	-	-
CLIM Total Averages		3.061	3.132	3.107	3.084	2.497	2.944	3.662	2.737	3.308	3.385	-	-
Total Averages Across ALL PAS Items		2.703	2.635	2.829	2.613	2.323	2.648	3.011	2.460	2.959	2.890	-	-

Table 6

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.590	2.494	2.556	2.475	2.438	2.386	2.334	2.291	2.571	2.583
GEN15	Retain Most Competent Teachers	2.452	2.461	2.392	2.293	2.344	2.259	2.259	2.164	2.500	2.583
GEN16	Will Improve Instruction	2.677	2.731	2.635	2.488	2.511	2.441	2.395	2.294	2.550	2.364
GEN17	Student Progress Improved	2.678	2.579	2.548	2.385	2.367	2.414	2.340	2.228	2.368	2.636
GEN18	Encourage Teacher Cooperation	2.475	2.324	2.354	2.241	2.256	2.228	2.105	1.886	2.143	2.308
GEN19	Improve Teacher Morale	2.279	2.347	2.230	2.114	2.179	2.133	2.087	1.814	2.238	1.923
GEN20	Improve Perceived Professional Status	2.722	2.753	2.529	2.602	2.522	2.632	2.347	2.429	2.524	2.727
GEN21	Money Rewards Available	3.305	3.321	3.438	3.201	3.156	3.203	3.198	3.026	3.095	3.167
GEN22	Intrinsic Rewards Available	2.623	2.613	2.479	2.371	2.316	2.407	2.250	2.299	2.333	2.583
GEN23	Goals Clearly Communicated	2.780	2.481	2.842	2.474	2.691	2.800	2.938	2.708	2.800	3.000
GEN Total Averages		2.644	2.627	2.595	2.474	2.473	2.500	2.437	2.338	2.509	2.589
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.792	2.457	2.889	2.545	2.821	2.800	2.956	2.700	2.750	3.154
STF25	Administrators Well Trained	2.851	2.531	2.712	2.430	2.616	2.620	2.632	2.426	2.842	2.615
STF26	Peer Evaluators Well Trained	2.952	2.433	2.698	2.500	2.613	2.542	2.571	2.678	3.000	3.000
STF27	Adequate Teacher Skills Resources	3.068	2.672	2.983	2.724	2.941	2.846	2.909	2.827	3.095	3.308
STF Total Averages		2.815	2.505	2.833	2.549	2.729	2.706	2.788	2.646	2.913	3.032

Table 6 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question	Bachelors		Bachelors +		Masters		Masters +		Doctorate	
	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:										
TEV28 Performance Levels Clearly Defined	2.942	2.703	2.848	2.637	2.772	2.725	2.786	2.615	2.950	2.909
TEV29 Administrators Fairly Evaluate	2.936	2.690	2.904	2.972	2.838	2.940	2.811	2.789	2.650	2.750
TEV30 Consistent Evaluation Procedures	2.604	2.286	2.507	2.445	2.446	2.510	2.456	2.274	2.368	2.462
TEV31 Evaluation Time Sufficient	2.627	2.446	2.602	2.684	2.573	2.680	2.599	2.587	2.389	2.917
TEV32 Time Worth Benefits Gained	2.638	2.656	2.613	2.552	2.500	2.640	2.444	2.224	2.263	2.636
TEV33 Right Achievement Emphasis	3.044	2.746	2.954	2.844	2.857	2.911	2.667	2.627	2.579	2.556
TEV34 Student Outcomes Reflect Performance	2.622	2.431	2.416	2.321	2.253	2.375	2.235	2.338	2.368	2.333
TEV Total Averages	2.741	2.525	2.603	2.595	2.556	2.605	2.464	2.452	2.508	2.633
Peer Evaluation Concepts:										
PEV35 Chosen for Top Qualifications	2.333	2.440	2.298	2.260	1.850	2.167	2.277	2.364	2.333	2.600
PEV36 Well-Trained Evaluators	2.917	2.625	2.731	2.624	2.476	2.389	2.726	2.849	2.917	3.000
PEV37 Teachers Have Enough Selection Input	2.600	2.462	2.058	2.228	1.714	2.053	2.069	2.287	2.182	2.500
PEV38 Peer Evaluation Used Formatively	2.455	2.368	2.278	2.163	2.000	1.923	2.112	2.071	2.222	2.000
PEV39 Peer Evaluation Used Summatively	2.750	2.818	2.616	2.860	2.591	2.786	2.660	2.838	2.400	3.000
PEV40 Staff Cooperation Encouraged	2.133	2.207	2.148	2.193	1.960	2.063	2.044	2.120	2.667	2.778
PEV Total Averages	2.488	2.499	2.319	2.386	2.159	2.262	2.284	2.390	2.374	2.653

Table 6 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.853	2.537	2.637	2.511	2.617	2.512	2.810	2.372	2.947	2.923
CLP42	Advancement Criteria Understood	2.820	2.537	2.885	2.400	2.914	2.569	2.875	2.520	2.900	2.615
CLP43	Can Stay at Same Level	2.978	2.864	3.054	2.843	2.973	2.980	2.909	2.735	2.947	3.083
CLP44	Challenging CLP Criteria	2.660	2.508	2.519	2.485	2.481	2.592	2.132	2.279	2.150	2.500
CLP45	Evaluation Material Standards	2.958	2.578	2.858	2.374	2.776	2.638	2.844	2.394	2.850	2.667
CLP46	Adequate Materials Assistance	2.957	2.631	2.964	2.580	2.861	2.551	3.013	2.639	3.190	3.077
CLP47	Outside Advancement Opportunities	3.070	2.938	3.033	2.976	3.143	2.915	2.903	2.840	2.905	3.333
CLP48	Teachers Involved in CLP Development	2.745	2.677	2.699	2.615	2.822	2.837	2.735	2.710	2.857	3.154
CLP49	Net Positive Benefits of Top Responsblts	2.769	2.453	2.592	2.621	2.426	2.522	2.446	2.567	2.500	2.900
CLP50	Clear Personnel Criteria	2.357	2.385	2.321	2.132	2.246	2.026	2.202	2.081	2.471	2.600
CLP51	Top Responsibilities Appropriate	3.071	2.806	2.731	2.744	2.746	2.778	2.675	2.731	2.474	2.923
CLP52	Enough Trained Personnel	2.913	2.767	2.737	2.406	2.824	2.851	2.773	2.621	3.125	3.154
CLP53	Teacher Input on Revisions	2.978	2.707	2.596	2.419	2.746	2.733	2.663	2.513	3.050	3.077
CLP Total Averages		2.778	2.677	2.710	2.545	2.740	2.611	2.636	2.504	2.805	2.939
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.190	3.130	3.088	3.156	3.118	3.102	3.124	3.151	2.933	3.667
CLIM55	Feel Successful in Job	3.483	3.481	3.485	3.552	3.511	3.458	3.557	3.481	3.467	3.889
CLIM56	Feel Rewarded in Job	3.000	3.052	2.860	2.891	2.849	2.983	2.781	2.744	2.800	2.889
CLIM57	Work Has Clear Purpose	3.632	3.455	3.531	3.625	3.649	3.525	3.560	3.528	3.467	3.889

Table 6 (Cont'd. - Page 4)

PAHSE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.879	2.909	2.763	2.788	2.609	2.898	2.773	2.722	2.733	3.222
CLIM59	Cooperative Work Environment	3.310	3.325	3.193	3.335	3.065	3.339	3.202	3.288	3.333	3.667
CLIM60	Good Leadership Models	3.073	3.182	3.088	3.141	2.989	3.119	2.972	3.107	2.800	3.500
CLIM61	Free of Stress Environment	2.259	2.558	2.252	2.410	2.213	2.271	2.287	2.323	2.067	2.333
CLIM62	Job Function Important	3.466	3.413	3.471	3.423	3.446	3.379	3.455	3.447	3.400	3.889
CLIM63	Secure in Job Status	3.259	3.312	3.368	3.508	3.426	3.356	3.343	3.419	3.267	3.667
CLIM64	Goals Clearly Communicated	2.982	3.066	3.020	3.085	2.892	3.034	2.978	3.037	3.000	3.125
CLIM65	Strong Social Network	2.930	3.000	2.751	2.915	2.772	2.898	2.746	2.874	2.800	3.125
CLIM66	Communication Level Feels Good	2.804	2.919	2.809	2.909	2.667	2.932	2.763	2.898	2.867	2.667
CLIM Total Averages		3.095	3.137	3.023	3.135	3.013	3.098	3.043	3.068	2.995	3.366
Total Averages Across ALL PAS Items		2.747	2.672	2.716	2.641	2.661	2.689	2.642	2.559	2.711	2.837

Table 7

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	1.991	2.070	2.344	2.492	2.761	2.586	2.794	2.619	2.984	2.788
GEN15	Retain Most Competent Teachers	1.860	1.944	2.160	2.333	2.652	2.487	2.797	2.429	2.917	2.615
GEN16	Will Improve Instruction	2.047	2.110	2.383	2.531	2.890	2.632	2.870	2.545	3.046	2.846
GEN17	Student Progress Improved	1.987	2.068	2.355	2.439	2.745	2.566	2.657	2.522	3.015	2.596
GEN18	Encourage Teacher Cooperation	1.845	1.771	2.130	2.210	2.526	2.321	2.571	2.308	2.697	2.569
GEN19	Improve Teacher Morale	1.753	1.837	2.120	2.112	2.459	2.124	2.441	2.000	2.592	2.340
GEN20	Improve Perceived Professional Status	2.035	2.320	2.377	2.606	2.736	2.700	2.785	2.381	3.024	2.958
GEN21	Money Rewards Available	2.946	2.957	3.291	3.185	3.487	3.229	3.514	3.320	3.583	3.365
GEN22	Intrinsic Rewards Available	2.046	2.090	2.220	2.422	2.538	2.492	2.662	2.923	2.877	2.765
GEN23	Goals Clearly Communicated	2.437	2.544	2.852	2.488	3.081	2.692	3.043	2.615	3.316	3.000
GEN Total Averages		2.115	2.211	2.437	2.491	2.790	2.596	2.809	2.555	2.998	2.781
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.368	2.309	2.735	2.528	3.082	2.763	3.159	2.960	3.438	3.269
STF25	Administrators Well Trained	2.406	2.408	2.549	2.397	2.792	2.596	2.815	2.792	2.984	2.431
STF26	Peer Evaluators Well Trained	2.474	2.306	2.505	2.465	2.768	2.740	2.727	2.900	3.061	3.059
STF27	Adequate Teacher Skills Resources	2.682	2.606	2.850	2.696	3.040	2.946	3.101	2.875	3.338	3.000
STF Total Averages		2.467	2.394	2.701	2.532	2.940	2.772	3.026	2.859	3.237	2.950

Table 7 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.338	2.424	2.805	2.567	2.987	2.807	2.971	3.040	3.208	2.904
TEV29	Administrators Fairly Evaluate	2.474	2.603	2.810	2.889	3.019	3.045	3.015	2.880	3.047	2.863
TEV30	Consistent Evaluation Procedures	2.203	2.169	2.397	2.397	2.513	2.455	2.600	2.400	2.815	2.596
TEV31	Evaluation Time Sufficient	2.101	2.368	2.539	2.523	2.752	2.840	2.530	2.760	3.070	2.923
TEV32	Time Worth Benefits Gained	1.847	2.029	2.502	2.511	2.800	2.600	2.779	2.538	3.016	2.925
TEV33	Right Achievement Emphasis	2.203	2.477	2.813	2.772	3.041	2.822	2.955	2.913	3.189	2.961
TEV34	Student Outcomes Reflect Performance	1.782	2.048	2.276	2.299	2.537	2.347	2.530	2.826	2.808	2.900
TEV Total Averages		2.019	2.219	2.531	2.540	2.792	2.712	2.758	2.693	3.011	2.868
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.069	2.130	2.093	2.253	2.333	2.429	2.478	2.786	2.649	2.700
PEV36	Well-Trained Evaluators	2.421	2.379	2.594	2.681	2.860	2.878	2.880	2.786	3.161	3.233
PEV37	Teachers Have Enough Selection Input	1.935	2.057	1.870	2.325	2.064	2.146	2.250	2.357	2.386	2.821
PEV38	Peer Evaluation Used Formatively	2.164	1.981	2.214	2.108	2.089	2.265	2.263	2.000	2.327	2.231
PEV39	Peer Evaluation Used Summatively	2.328	2.567	2.683	2.836	2.689	2.860	2.778	3.231	2.755	3.069
PEV40	Staff Cooperation Encouraged	1.961	1.899	1.951	2.088	2.167	2.435	2.231	2.467	2.509	2.621
PEV Total Averages		2.141	2.175	2.161	2.346	2.394	2.542	2.481	2.598	2.675	2.820

Table 7 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.448	2.133	2.621	2.493	2.762	2.561	2.842	2.182	3.129	2.837
CLP42	Advancement Criteria Understood	2.585	2.336	2.804	2.444	2.916	2.543	3.086	2.333	3.244	2.792
CLP43	Can Stay at Same Level	2.503	2.537	2.942	2.839	3.103	2.832	3.246	3.333	3.301	3.135
CLP44	Challenging CLP Criteria	1.769	1.992	2.227	2.482	2.617	2.565	2.697	2.708	2.756	2.792
CLP45	Evaluation Material Standards	2.688	2.306	2.743	2.344	2.811	2.523	3.103	2.360	3.123	2.808
CLP46	Adequate Materials Assistance	2.789	2.480	2.893	2.518	3.034	2.640	3.059	2.720	3.275	3.075
CLP47	Outside Advancement Opportunities	2.541	2.561	2.889	2.909	3.181	3.064	3.154	3.304	3.362	3.250
CLP48	Teachers Involved in CLP Development	2.358	2.366	2.546	2.660	2.918	2.880	2.882	2.652	3.229	3.115
CLP49	Net Positive Benefits of Top Responsblts	2.115	2.258	2.333	2.568	2.721	2.745	2.902	2.609	2.973	2.938
CLP50	Clear Personnel Criteria	2.076	2.000	2.185	2.164	2.327	2.045	2.188	2.111	2.551	2.455
CLP51	Top Responsibilities Appropriate	2.267	2.427	2.617	2.720	2.841	2.916	2.900	2.905	3.184	3.078
CLP52	Enough Trained Personnel	2.399	2.385	2.715	2.586	2.837	2.627	2.909	2.545	3.191	2.740
CLP53	Teacher Input on Revisions	2.348	2.289	2.524	2.494	2.716	2.642	2.758	2.545	3.219	2.880
CLP Total Averages		2.342	2.334	2.611	2.547	2.832	2.666	2.911	2.575	3.114	2.921
Organizational Climate Survey:											
CLIM54	Feel Belong	2.891	3.124	3.046	3.136	3.185	3.111	3.303	3.130	3.443	3.458
CLIM55	Feel Successful in Job	3.433	3.444	3.466	3.525	3.532	3.541	3.667	3.522	3.699	3.667
CLIM56	Feel Rewarded in Job	2.563	2.706	2.732	2.919	2.882	3.019	3.136	2.826	3.292	3.021
CLIM57	Work Has Clear Purpose	3.489	3.574	3.539	3.487	3.608	3.670	3.576	3.391	3.697	3.688

Table 7 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.687	2.768	2.638	2.764	2.795	2.829	2.955	3.000	2.916	3.043
CLIM59	Cooperative Work Environment	3.108	3.304	3.069	3.354	3.283	3.278	3.318	3.304	3.392	3.354
CLIM60	Good Leadership Models	2.882	3.088	2.868	3.123	3.178	3.159	3.197	3.136	3.258	3.333
CLIM61	Free of Stress Environment	2.284	2.468	2.165	2.431	2.444	2.185	2.015	2.217	2.264	2.458
CLIM62	Job Function Important	3.372	3.411	3.406	3.403	3.506	3.472	3.561	3.217	3.618	3.542
CLIM63	Secure in Job Status	3.259	3.269	3.350	3.525	3.444	3.477	3.379	3.435	3.455	3.521
CLIM64	Goals Clearly Communicated	2.825	3.024	2.944	3.067	3.092	3.083	3.076	3.087	3.171	3.170
CLIM65	Strong Social Network	2.639	2.898	2.739	2.904	2.847	2.954	2.906	3.091	2.908	2.917
CLIM66	Communication Level Feels Good	2.687	2.854	2.681	2.969	2.824	2.914	2.924	2.826	2.992	2.844
CLIM Total Averages		2.914	3.059	2.956	3.125	3.121	3.136	3.157	3.088	3.244	3.231
Total Averages Across ALL PAS Items		2.372	2.435	2.618	2.629	2.862	2.749	2.905	2.744	3.092	2.919

Table 8

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.528	2.646	2.677	2.534	2.469	2.348	2.134	2.059	1.951	1.789
GEN15	Retain Most Competent Teachers	2.413	2.463	2.583	2.442	2.295	2.239	2.029	1.893	1.927	1.920
GEN16	Will Improve Instruction	2.725	2.790	2.807	2.592	2.503	2.379	2.136	2.027	2.098	2.250
GEN17	Student Progress Improved	2.640	2.558	2.669	2.483	2.413	2.338	2.170	2.000	1.925	2.182
GEN18	Encourage Teacher Cooperation	2.276	2.311	2.560	2.255	2.273	2.185	1.919	1.747	1.650	1.920
GEN19	Improve Teacher Morale	2.213	2.390	2.447	2.224	2.177	1.995	1.840	1.618	1.756	1.583
GEN20	Improve Perceived Professional Status	2.616	2.780	2.683	2.721	2.490	2.518	2.195	2.197	1.975	2.273
GEN21	Money Rewards Available	3.222	3.337	3.426	3.238	3.356	3.175	3.131	2.753	2.786	2.880
GEN22	Intrinsic Rewards Available	2.467	2.474	2.605	2.558	2.397	2.356	2.062	1.986	2.000	2.458
GEN23	Goals Clearly Communicated	2.586	2.494	2.954	2.560	2.802	2.540	2.792	2.558	2.884	2.731
GEN Total Averages		2.558	2.651	2.730	2.563	2.514	2.420	2.246	2.125	2.186	2.211
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.539	2.580	3.024	2.568	2.939	2.606	2.765	2.484	2.556	2.579
STF25	Administrators Well Trained	2.667	2.703	2.779	2.451	2.659	2.326	2.465	2.362	2.364	2.647
STF26	Peer Evaluators Well Trained	2.600	2.556	2.952	2.761	2.659	2.453	2.395	2.378	2.269	2.455
STF27	Adequate Teacher Skills Resources	2.986	2.894	3.118	2.785	2.929	2.644	2.692	2.762	2.714	2.632
STF Total Averages		2.668	2.678	2.960	2.594	2.799	2.511	2.613	2.541	2.453	2.496

Table 8 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.944	2.754	2.844	2.731	2.852	2.566	2.639	2.492	2.529	2.824
TEV29	Administrators Fairly Evaluate	2.866	3.000	2.910	2.992	2.927	2.825	2.614	2.557	2.406	2.500
TEV30	Consistent Evaluation Procedures	2.493	2.303	2.632	2.565	2.435	2.304	2.302	2.322	2.267	2.312
TEV31	Evaluation Time Sufficient	2.485	2.613	2.671	2.712	2.622	2.588	2.336	2.463	2.433	2.389
TEV32	Time Worth Benefits Gained	2.448	2.723	2.762	2.632	2.665	2.460	2.060	1.970	2.029	2.200
TEV33	Right Achievement Emphasis	2.918	2.719	3.047	2.907	2.853	2.778	2.510	2.273	2.226	2.643
TEV34	Student Outcomes Reflect Performance	2.466	2.422	2.513	2.351	2.339	2.318	2.027	2.100	2.088	2.333
TEV Total Averages		2.565	2.609	2.708	2.672	2.586	2.491	2.247	2.264	2.155	2.298
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.440	2.750	2.358	2.345	2.157	2.198	2.232	2.194	1.800	2.462
PEV36	Well-Trained Evaluators	2.619	2.864	2.815	2.736	2.713	2.620	2.610	2.690	2.333	2.154
PEV37	Teachers Have Enough Selection Input	2.136	2.480	2.111	2.509	2.000	2.061	2.053	2.167	1.667	2.250
PEV38	Peer Evaluation Used Formatively	2.294	2.118	2.156	2.255	2.180	2.012	2.059	2.261	2.294	2.000
PEV39	Peer Evaluation Used Summatively	2.579	2.905	2.609	2.725	2.739	2.921	2.596	2.926	2.211	2.100
PEV40	Staff Cooperation Encouraged	2.217	2.444	2.268	2.236	2.115	2.114	2.000	2.000	1.500	2.077
PEV Total Averages		2.440	2.586	2.416	2.482	2.264	2.327	2.244	2.268	1.815	2.013

Table 8 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.673	2.692	2.815	2.525	2.683	2.443	2.561	2.057	2.344	2.200
CLP42	Advancement Criteria Understood	2.686	2.549	2.968	2.504	2.888	2.376	2.710	2.373	2.722	2.300
CLP43	Can Stay at Same Level	2.812	2.836	3.123	2.956	3.028	2.792	2.770	2.533	2.433	2.526
CLP44	Challenging CLP Criteria	2.691	2.621	2.576	2.626	2.362	2.365	1.916	2.065	1.757	2.250
CLP45	Evaluation Material Standards	2.714	2.723	2.967	2.473	2.796	2.275	2.752	2.262	2.559	2.556
CLP46	Adequate Materials Assistance	2.727	2.721	3.040	2.640	2.962	2.510	2.959	2.484	2.600	2.278
CLP47	Outside Advancement Opportunities	2.941	2.970	3.149	3.069	3.008	2.825	2.748	2.625	2.429	2.833
CLP48	Teachers Involved in CLP Development	2.552	2.781	2.868	2.820	2.701	2.566	2.589	2.328	2.206	2.263
CLP49	Net Positive Benefits of Top Responsblts	2.712	2.679	2.674	2.700	2.515	2.516	2.206	2.295	2.114	2.438
CLP50	Clear Personnel Criteria	2.342	2.500	2.500	2.214	2.177	1.979	2.088	1.867	2.037	1.929
CLP51	Top Responsibilities Appropriate	2.915	2.850	2.865	2.893	2.668	2.656	2.497	2.583	2.313	2.250
CLP52	Enough Trained Personnel	2.677	2.667	2.939	2.571	2.743	2.505	2.657	2.407	2.161	2.316
CLP53	Teacher Input on Revisions	2.692	2.667	2.848	2.589	2.552	2.418	2.500	2.276	2.500	2.250
	CLP Total Averages	2.687	2.721	2.823	2.642	2.652	2.483	2.523	2.297	2.272	2.209
Organizational Climate Survey:											
CLIM54	Feel I Belong	2.977	3.096	3.227	3.128	3.134	3.171	3.000	3.122	2.829	3.211
CLIM55	Feel Successful in Job	3.391	3.476	3.511	3.527	3.525	3.505	3.553	3.560	3.476	3.400
CLIM56	Feel Rewarded in Job	2.782	3.049	2.954	3.013	2.889	2.766	2.619	2.703	2.548	2.750
CLIM57	Work Has Clear Purpose	3.575	3.610	3.599	3.530	3.538	3.557	3.554	3.595	3.439	3.474

Table 8 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.807	2.902	2.830	2.799	2.703	2.712	2.716	2.836	2.641	3.389
CLIM59	Cooperative Work Environment	3.172	3.346	3.197	3.215	3.152	3.338	3.222	3.400	3.050	3.350
CLIM60	Good Leadership Models	3.174	3.305	3.040	3.081	2.967	3.082	2.982	3.205	2.700	2.900
CLIM61	Free of Stress Environment	2.281	2.415	2.301	2.416	2.146	2.286	2.305	2.605	2.317	2.100
CLIM62	Job Function Important	3.443	3.475	3.480	3.409	3.497	3.416	3.375	3.467	3.275	3.100
CLIM63	Secure in Job Status	3.218	3.244	3.282	3.487	3.395	3.495	3.406	3.307	3.286	3.400
CLIM64	Goals Clearly Communicated	3.023	3.089	2.971	3.060	2.963	3.005	2.899	3.133	2.921	3.050
CLIM65	Strong Social Network	2.793	3.012	2.829	2.859	2.732	2.856	2.691	3.014	2.579	2.579
CLIM66	Communication Level Feels Good	2.644	2.949	2.812	2.937	2.747	2.821	2.742	3.040	2.692	2.650
CLIM Total Averages		2.986	3.147	3.058	3.112	3.021	3.082	3.009	3.126	2.912	3.009
Total Averages Across ALL PAS Items		2.661	2.750	2.826	2.697	2.675	2.568	2.498	2.467	2.329	2.331

Table 9

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.904	2.654	1.912	1.952	2.245	1.750
GEN15	Retain Most Competent Teachers	2.758	2.516	1.781	1.800	2.204	2.000
GEN16	Will Improve Instruction	2.971	2.710	1.940	1.983	2.582	2.172
GEN17	Student Progress Improved	2.866	2.607	1.886	1.888	2.527	2.214
GEN18	Encourage Teacher Cooperation	2.684	2.434	1.728	1.577	2.158	2.074
GEN19	Improve Teacher Morale	2.591	2.289	1.664	1.613	2.125	1.731
GEN20	Improve Perceived Professional Status	2.892	2.829	1.994	2.098	2.407	2.250
GEN21	Money Rewards Available	3.555	3.322	2.936	2.829	3.429	3.036
GEN22	Intrinsic Rewards Available	2.731	2.556	1.935	2.065	2.364	2.214
GEN23	Goals Clearly Communicated	3.110	2.632	2.485	2.497	2.839	1.857
GEN Total Averages		2.901	2.655	2.052	2.082	2.496	2.189
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	3.171	2.711	2.360	2.271	2.870	2.276
STF25	Administrators Well Trained	2.775	2.469	2.363	2.394	2.679	2.154
STF26	Peer Evaluators Well Trained	2.818	2.699	2.396	2.395	2.500	1.889
STF27	Adequate Teacher Skills Resources	3.154	2.810	2.634	2.598	2.647	2.393
STF Total Averages		3.019	2.664	2.446	2.383	2.732	2.261
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	3.028	2.730	2.395	2.417	2.944	2.393
TEV29	Administrators Fairly Evaluate	3.079	2.997	2.356	2.422	2.915	2.640
TEV30	Consistent Evaluation Procedures	2.699	2.518	2.038	2.058	2.391	1.875
TEV31	Evaluation Time Sufficient	2.828	2.754	2.039	2.182	2.660	2.182
TEV32	Time Worth Benefits Gained	2.992	2.696	1.744	1.897	2.549	2.360
TEV33	Right Achievement Emphasis	3.145	2.949	2.123	2.054	2.959	2.607
TEV34	Student Outcomes Reflect Performance	2.620	2.492	1.752	1.839	2.420	2.036
TEV Total Averages		2.902	2.727	1.983	2.059	2.660	2.334
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.443	2..377	1.992	2.229	2.105	1.937
PEV36	Well-Trained Evaluators	2.953	2.769	2.442	2.477	2.263	2.400
PEV37	Teachers Have Enough Selection Input	2.150	2.356	1.886	2.114	2.000	1.750
PEV38	Peer Evaluation Used Formatively	2.224	2.174	2.125	2.019	2.071	2.091
PEV39	Peer Evaluation Used Summatively	2.845	2.985	2.347	2.482	2.733	3.000
PEV40	Staff Cooperation Encouraged	2.400	2.348	1.795	1.887	2.050	1.929
PEV Total Averages		2.531	2.527	2.053	2.149	2.147	2.121

Table 9 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.872	2.612	2.351	2.050	2.516	2.160
CLP42	Advancement Criteria Understood	3.116	2.525	2.484	2.279	2.589	2.071
CLP43	Can Stay at Same Level	3.247	2.988	2.427	2.269	2.933	2.667
CLP44	Challenging CLP Criteria	2.718	2.671	1.713	1.803	2.192	2.115
CLP45	Evaluation Material Standards	2.989	2.487	2.549	2.234	2.640	2.074
CLP46	Adequate Materials Assistance	3.111	2.661	2.711	2.373	2.774	2.036
CLP47	Outside Advancement Opportunities	3.309	3.071	2.413	2.422	2.796	2.571
CLP48	Teachers Involved in CLP Development	2.958	2.806	2.237	2.220	2.630	2.185
CLP49	Net Positive Benefits of Top Responsblts.	2.828	2.741	1.978	2.044	2.605	2.478
CLP50	Clear Personnel Criteria	2.391	2.181	1.964	1.866	2.237	1.786
CLP51	Top Responsibilities Appropriate	3.003	2.935	2.171	2.213	2.612	2.308
CLP52	Enough Trained Personnel	3.005	2.648	2.303	2.239	2.533	2.083
CLP53	Teacher Input on Revisions	2.891	2.613	2.219	2.145	2.390	2.192
	CLP Total Averages	2.958	2.685	2.252	2.197	2.596	2.233
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.296	3.127	2.894	3.160	2.849	3.148
CLIM55	Feel Successful in Job	3.619	3.542	3.437	3.428	3.339	3.593
CLIM56	Feel Rewarded in Job	3.135	2.968	2.512	2.655	2.389	2.308
CLIM57	Work Has Clear Purpose	3.633	3.575	3.492	3.543	3.429	3.481
CLIM58	Get Progress Feedback	2.896	2.779	2.603	2.829	2.500	2.889
CLIM59	Cooperative Work Environment	3.307	3.296	3.091	3.309	2.855	3.538
CLIM60	Good Leadership Models	3.175	3.142	2.840	3.061	2.732	3.192
CLIM61	Free of Stress Environment	2.271	2.336	2.250	2.470	2.073	2.222
CLIM62	Job Function Important	3.553	3.432	3.358	3.389	3.286	3.481
CLIM63	Secure in Job Status	3.458	3.499	3.251	3.247	3.236	3.593
CLIM64	Goals Clearly Communicated	3.093	3.056	2.824	3.042	2.830	3.037
CLIM65	Strong Social Network	2.871	2.881	2.648	2.888	2.455	2.963
CLIM66	Communication Level Feels Good	2.890	2.905	2.644	2.856	2.482	2.962
	CLIM Total Averages	3.161	3.122	2.898	3.051	2.805	3.143
	Total Across All PAS Items	2.962	2.754	2.321	2.360	2.638	2.401

Table 10

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	2.752	2.568	1.690	1.705	2.846	2.629
GEN15	Retain Most Competent Teachers	2.610	2.433	1.538	1.622	2.730	2.479
GEN16	Will Improve Instruction	2.908	2.551	1.707	1.815	2.914	2.678
GEN17	Student Progress Improved	2.788	2.426	1.663	1.733	2.809	2.584
GEN18	Encourage Teacher Cooperation	2.539	2.106	1.511	1.489	2.636	2.421
GEN19	Improve Teacher Morale	2.496	2.041	1.447	1.492	2.520	2.264
GEN20	Improve Perceived Professional Status	2.733	2.478	1.786	1.936	2.874	2.873
GEN21	Money Rewards Available	3.545	3.194	2.763	2.708	3.557	3.346
GEN22	Intrinsic Rewards Available	2.700	2.560	1.718	1.876	2.699	2.526
GEN23	Goals Clearly Communicated	2.756	2.643	2.468	2.460	3.068	2.555
GEN Total Averages		2.773	2.522	1.862	1.931	2.860	2.639
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	2.642	2.580	2.354	2.257	3.144	2.669
STF25	Administrators Well Trained	2.768	2.391	2.237	2.351	2.760	2.444
STF26	Peer Evaluators Well Trained	2.881	2.479	2.285	2.276	2.782	2.639
STF27	Adequate Teacher Skills Resources	2.957	2.776	2.562	2.585	3.097	2.767
STF Total Averages		2.754	2.535	2.372	2.371	2.990	2.632
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	2.849	2.651	2.253	2.318	3.035	2.713
TEV29	Administrators Fairly Evaluate	3.012	2.759	2.218	2.213	3.055	3.018
TEV30	Consistent Evaluation Procedures	2.593	2.530	1.922	1.962	2.666	2.442
TEV31	Evaluation Time Sufficient	2.733	2.747	1.868	1.937	2.807	2.726
TEV32	Time Worth Benefits Gained	2.814	2.448	1.542	1.763	2.954	2.701
TEV33	Right Achievement Emphasis	2.940	2.563	1.889	2.043	3.146	2.936
TEV34	Student Outcomes Reflect Performance	2.536	2.267	1.586	1.756	2.622	2.456
TEV Total Averages		2.708	2.519	1.826	1.948	2.884	2.706
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.515	2.306	1.857	2.123	2.448	2.360
PEV36	Well-Trained Evaluators	2.853	2.600	2.310	2.444	2.941	2.721
PEV37	Teachers Have Enough Selection Input	2.000	2.514	1.871	1.929	2.158	2.282
PEV38	Peer Evaluation Used Formatively	2.667	2.233	2.012	1.909	2.214	2.172
PEV39	Peer Evaluation Used Summatively	2.821	2.645	2.250	2.311	2.852	3.078
PEV40	Staff Cooperation Encouraged	2.353	2.278	1.654	1.672	2.444	2.390
PEV Total Averages		2.522	2.485	1.936	1.997	2.525	2.520

Table 10 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.788	2.277	2.201	2.051	2.859	2.607
CLP42	Advancement Criteria Understood	2.889	2.506	2.415	2.333	3.050	2.419
CLP43	Can Stay at Same Level	3.074	2.875	2.349	2.184	3.189	2.950
CLP44	Challenging CLP Criteria	2.528	2.590	1.510	1.652	2.678	2.605
CLP45	Evaluation Material Standards	2.940	2.544	2.449	2.179	2.957	2.421
CLP46	Adequate Materials Assistance	2.941	2.600	2.667	2.386	3.070	2.583
CLP47	Outside Advancement Opportunities	3.046	2.850	2.317	2.381	3.247	3.057
CLP48	Teachers Involved in CLP Development	2.807	2.624	2.161	2.147	2.921	2.773
CLP49	Net Positive Benefits of Top Responsblts.	2.795	2.507	1.780	1.956	2.839	2.731
CLP50	Clear Personnel Criteria	2.279	2.203	1.864	1.810	2.393	2.135
CLP51	Top Responsibilities Appropriate	2.901	2.667	1.989	2.143	2.988	2.889
CLP52	Enough Trained Personnel	2.886	2.449	2.246	2.186	2.936	2.648
CLP53	Teacher Input on Revisions	2.835	2.450	2.086	2.082	2.839	2.585
	CLP Total Averages	2.769	2.571	2.145	2.126	2.919	2.646
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.197	3.081	2.794	3.187	3.253	3.143
CLIM55	Feel Successful in Job	3.487	3.384	3.413	3.460	3.582	3.554
CLIM56	Feel Rewarded in Job	3.025	2.827	2.375	2.672	3.035	2.942
CLIM57	Work Has Clear Purpose	3.553	3.475	3.476	3.556	3.616	3.580
CLIM58	Get Progress Feedback	2.816	2.816	2.564	2.773	2.831	2.770
CLIM59	Cooperative Work Environment	3.330	3.253	3.028	3.328	3.245	3.316
CLIM60	Good Leadership Models	3.148	3.082	2.765	3.040	3.113	3.166
CLIM61	Free of Stress Environment	2.449	2.296	2.171	2.460	2.227	2.355
CLIM62	Job Function Important	3.448	3.299	3.340	3.444	3.524	3.449
CLIM63	Secure in Job Status	3.233	3.313	3.244	3.262	3.463	3.517
CLIM64	Goals Clearly Communicated	2.938	3.010	2.762	3.056	3.107	3.059
CLIM65	Strong Social Network	2.879	2.792	2.563	2.911	2.841	2.904
CLIM66	Communication Level Feels Good	2.878	2.840	2.588	2.871	2.827	2.905
CLIM Total Averages		3.099	3.036	2.839	3.058	3.121	3.131
Total Across All PAS Items		2.813	2.628	2.192	2.287	2.928	2.735

Table 11

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10 +		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.025	2.072	2.813	2.496	2.686	3.048	2.815	2.643	2.290	2.174	-	-
GEN15	Retain Most Competent Teachers	1.914	1.920	2.679	2.388	2.442	2.891	2.731	2.357	2.125	2.125	-	-
GEN16	Will Improve Instruction	2.055	2.086	2.902	2.583	2.885	3.200	3.077	2.571	2.273	2.120	-	-
GEN17	Student Progress Improved	2.022	2.006	2.786	2.481	2.865	3.067	2.708	2.462	2.152	2.174	-	-
GEN18	Encourage Teacher Cooperation	1.780	1.749	2.693	2.366	2.340	2.614	2.519	2.167	1.933	1.667	-	-
GEN19	Improve Teacher Morale	1.745	1.706	2.589	2.231	2.231	2.370	2.292	2.143	2.000	1.696	-	-
GEN20	Improve Perceived Professional Status	2.092	2.220	2.776	2.739	2.800	3.000	3.217	2.462	2.242	2.583	-	-
GEN21	Money Rewards Available	3.057	2.933	3.601	3.266	3.306	3.457	3.111	3.2286	2.939	2.783	-	-
GEN22	Intrinsic Rewards Available	2.012	2.118	2.669	2.441	2.596	3.065	2.769	2.429	2.333	2.320	-	-
GEN23	Goals Clearly Communicated	2.566	2.539	3.064	2.504	3.118	2.935	2.778	2.846	2.806	2.304	-	-
GEN Total Averages		2.148	2.178	2.858	2.554	2.706	2.964	2.768	2.565	2.326	2.224	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.502	2.369	3.112	2.614	3.059	2.978	2.926	3.417	2.529	1.733	-	-
STF25	Administrators Well Trained	2.342	2.354	2.768	2.388	2.936	2.826	2.708	3.071	2.882	2.154	-	-
STF26	Peer Evaluators Well Trained	2.397	2.338	2.832	2.492	2.708	3.219	2.571	1.750	2.500	2.571	-	-
STF27	Adequate Teacher Skills Resources	2.706	2.652	3.044	2.707	3.229	3.023	3.000	3.077	3.000	2.800	-	-
STF Total Averages		2.506	2.428	2.965	2.570	3.011	2.971	2.867	3.030	2.682	2.273	-	-

Table 11 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.481	2.460	2.978	2.638	3.255	3.087	3.000	2.714	2.619	2.563	-	-
TEV29	Administrators Fairly Evaluate	2.414	2.505	3.101	3.011	2.979	2.804	2.760	3.286	2.889	2.250	-	-
TEV30	Consistent Evaluation Procedures	2.166	2.133	2.687	2.446	2.574	2.565	2.217	2.786	2.429	2.071	-	-
TEV31	Evaluation Time Sufficient	2.178	2.160	2.735	2.649	3.000	3.196	2.769	3.500	2.444	2.000	-	-
TEV32	Time Worth Benefits Gained	1.960	2.023	2.928	2.650	2.826	2.911	2.600	2.538	2.050	1.813	-	-
TEV33	Right Achievement Emphasis	2.300	2.321	3.116	2.877	3.244	2.933	2.880	3.143	2.316	2.588	-	-
TEV34	Student Outcomes Reflect Performance	1.885	1.951	2.580	2.377	2.652	2.795	2.739	2.857	1.947	2.235	-	-
TEV Total Averages		2.109	2.153	2.875	2.658	2.868	2.895	2.628	2.961	2.200	2.247	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.016	2.000	2.397	2.374	2.667	2.731	2.286	3.500	1.714	2.222	-	-
PEV36	Well-Trained Evaluators	2.491	2.365	2.876	2.657	3.083	3.148	2.625	4.000	1.833	2.875	-	-
PEV37	Teachers Have Enough Selection Input	1.890	2.014	2.100	2.239	2.364	2.731	2.250	2.500	1.714	2.300	-	-
PEV38	Peer Evaluation Used Formatively	2.074	1.712	2.243	2.132	2.556	2.852	2.167	1.500	2.000	2.286	-	-
PEV39	Peer Evaluation Used Summatively	2.412	2.638	2.915	2.991	2.444	2.731	2.143	3.000	1.800	2.375	-	-
PEV40	Staff Cooperation Encouraged	1.839	1.684	2.350	2.322	2.700	2.741	2.500	2.500	1.571	2.333	-	-
PEV Total Averages		2.086	2.041	2.477	2.473	2.681	2.836	2.396	2.833	1.693	2.432	-	-

Table 11 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.406	2.168	2.852	2.511	2.973	2.634	2.556	2.917	2.579	2.313	-	-
CLP42	Advancement Criteria Understood	2.596	2.423	3.050	2.429	2.978	2.717	2.800	2.615	2.818	2.000	-	-
CLP43	Can Stay at Same Level	2.570	2.415	3.286	2.963	2.902	3.000	2.500	3.000	2.700	2.333	-	-
CLP44	Challenging CLP Criteria	1.858	1.936	2.637	2.556	2.826	3.130	2.577	2.727	1.905	1.895	-	-
CLP45	Evaluation Material Standards	2.611	2.254	2.968	2.446	2.955	2.636	2.714	2.417	2.737	2.278	-	-
CLP46	Adequate Materials Assistance	2.788	2.402	3.060	2.592	2.977	2.826	2.955	2.769	2.952	2.333	-	-
CLP47	Outside Advancement Opportunities	2.583	2.588	3.199	2.959	3.244	3.295	3.143	3.077	2.667	2.765	-	-
CLP48	Teachers Involved in CLP Development	2.407	2.354	2.894	2.675	3.000	2.956	2.565	3.071	2.478	2.381	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.103	2.202	2.790	2.662	2.795	2.907	2.882	2.500	2.050	2.286	-	-
CLP50	Clear Personnel Criteria	2.000	1.835	2.376	2.105	2.485	2.588	2.167	2.333	2.214	2.000	-	-
CLP51	Top Responsibilities Appropriate	2.276	2.327	2.932	2.847	3.116	3.000	2.947	2.800	2.455	2.667	-	-
CLP52	Enough Trained Personnel	2.523	2.267	2.873	2.600	3.000	2.778	2.762	2.385	2.591	2.579	-	-
CLP53	Teacher Input on Revisions	2.373	2.281	2.779	2.519	3.000	2.844	2.773	2.857	2.458	2.053	-	-
CLP Total Averages		2.381	2.298	2.893	2.605	2.937	2.869	2.572	2.768	2.502	2.283	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	2.893	3.178	3.245	3.112	3.347	3.087	3.074	3.429	3.212	3.160	-	-
CLIM55	Feel Successful in Job	3.460	3.518	3.607	3.537	3.592	3.457	3.143	3.357	3.394	3.400	-	-
CLIM56	Feel Rewarded in Job	2.547	2.748	3.063	2.891	3.083	3.261	2.750	3.000	2.813	2.600	-	-
CLIM57	Work Has Clear Purpose	3.497	3.567	3.614	3.544	3.653	3.644	3.556	3.786	3.515	3.600	-	-

Table 11 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.565	2.709	2.858	2.786	3.042	3.087	3.000	3.308	2.750	2.833	-	-
CLIM59	Cooperative Work Environment	3.040	3.274	3.278	3.373	3.429	3.067	3.107	3.500	3.182	3.240	-	-
CLIM60	Good Leadership Models	2.787	3.037	3.136	3.176	3.224	3.091	3.185	3.714	3.156	2.750	-	-
CLIM61	Free of Stress Environment	2.133	2.488	2 398	2.389	2.104	2.109	1.815	1.929	2.375	2.292	-	-
CLIM62	Job Function Important	3.353	3.453	3.514	3.453	3.625	3.261	3.321	3.429	3.515	3.167	-	-
CLIM63	Secure in Job Status	3.300	3.319	3.438	3.528	3.306	3.413	3.000	3.214	3.394	3.208	-	-
CLIM64	Goals Clearly Communicated	2.807	3.042	3.078	3.082	3.125	3.045	2.926	3.286	3.063	2.708	-	-
CLIM65	Strong Social Network	2.580	2.834	2.862	2.933	2.848	2.911	2.885	2.643	2.848	2.833	-	-
CLIM66	Communication Level Feels Good	2.596	2.853	2.869	2.942	2.851	2.721	2.630	3.077	2.970	2.783	-	-
CLIM Total Averages		2.876	3.076	3.146	3.136	3.176	3.088	2.923	3.208	3.094	2.993	-	-
Total Averages Across ALL PAS Items		2.390	2.410	2.916	2.690	2.903	2.933	2.725	2.900	2.584	2.428	-	-

Table 12

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.738	2.473	2.419	2.848	2.750	2.842	2.222	2.857	2.200	2.526	-	-
GEN15	Retain Most Competent Teachers	2.583	2.348	2.372	2.556	2.720	2.783	2.100	2.714	2.200	2.500	-	-
GEN16	Will Improve Instruction	2.805	2.534	2.610	3.056	3.080	2.913	2.500	2.714	2.227	2.450	-	-
GEN17	Student Progress Improved	2.723	2.405	2.595	2.971	2.760	2.826	2.300	2.857	2.100	2.263	-	-
GEN18	Encourage Teacher Cooperation	2.537	2.285	2.341	2.743	2.840	2.478	2.500	2.429	1.818	1.789	-	-
GEN19	Improve Teacher Morale	2.454	2.144	2.091	2.361	2.600	2.348	2.400	3.000	1.909	2.111	-	-
GEN20	Improve Perceived Professional Status	2.731	2.696	2.488	2.857	2.880	2.818	2.600	3.429	2.316	2.467	-	-
GEN21	Money Rewards Available	3.533	3.216	3.000	3.500	3.538	3.391	3.300	3.286	3.045	3.250	-	-
GEN22	Intrinsic Rewards Available	2.568	2.384	2.561	3.028	2.652	2.957	2.500	2.857	2.429	2.000	-	-
GEN23	Goals Clearly Communicated	3.029	2.513	3.023	2.944	2.846	2.762	2.900	3.286	2.700	2.737	-	-
GEN Total Averages		2.772	2.509	2.509	2.887	2.870	2.814	2.543	2.943	2.304	2.398	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.087	2.624	3.049	3.056	2.962	2.864	3.000	2.857	3.063	2.357	-	-
STF25	Administrators Well Trained	2.775	2.415	2.548	2.543	2.760	2.696	2.714	3.500	2.467	2.400	-	-
STF26	Peer Evaluators Well Trained	2.736	2.365	2.611	3.094	2.750	2.857	3.000	3.500	3.100	2.600	-	-
STF27	Adequate Teacher Skills Resources	3.102	2.758	2.475	2.829	3.192	2.909	3.000	3.286	2.667	2.625	-	-
STF Total Averages		2.966	2.584	2.679	2.884	2.939	2.804	2.938	3.214	2.663	2.348	-	-

Table 12 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.959	2.629	2.881	2.944	2.923	2.955	2.714	3.143	2.667	2.471	-	-
TEV29	Administrators Fairly Evaluate	3.037	2.933	2.800	2.914	3.148	3.043	2.833	3.000	2.500	2.647	-	-
TEV30	Consistent Evaluation Procedures	2.598	2.382	2.676	2.706	2.920	2.682	2.286	2.833	2.190	2.313	-	-
TEV31	Evaluation Time Sufficient	2.729	2.696	2.538	2.750	3.038	2.818	2.250	3.333	2.688	2.437	-	-
TEV32	Time Worth Benefits Gained	2.801	2.603	2.585	2.806	2.920	2.682	2.750	3.143	2.333	2.294	-	-
TEV33	Right Achievement Emphasis	3.081	2.841	2.865	3.086	3.000	2.909	2.714	2.857	2.389	2.600	-	-
TEV34	Student Outcomes Reflect Performance	2.517	2.365	2.371	2.600	2.778	2.727	2.286	2.714	2.111	2.313	-	-
TEV Total Averages		2.787	2.626	2.617	2.821	2.907	2.807	2.499	2.939	2.371	2.413	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.331	2.287	2.457	2.793	2.750	2.778	2.200	2.833	2.125	2.125	-	-
PEV36	Well-Trained Evaluators	2.827	2.584	2.636	3.000	3.333	3.000	2.500	3.167	3.500	2.571	-	-
PEV37	Teachers Have Enough Selection Input	2.027	2.194	2.437	2.467	2.000	3.125	2.000	3.000	2.250	1.750	-	-
PEV38	Peer Evaluation Used Formatively	2.121	2.036	2.355	2.500	3.000	2.111	2.000	3.333	2.250	2.500	-	-
PEV39	Peer Evaluation Used Summatively	2.865	3.021	2.724	2.621	2.333	2.700	1.500	3.000	2.556	2.714	-	-
PEV40	Staff Cooperation Encouraged	2.296	2.221	2.171	2.645	2.600	2.875	2.500	2.667	2.000	2.000	-	-
PEV Total Averages		2.382	2.407	2.448	2.654	2.767	2.764	2.217	3.000	2.497	2.229	-	-

Table 12 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		10+	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.764	2.405	3.028	2.939	2.684	2.737	2.714	2.667	2.500	2.714	-	-
CLP42	Advancement Criteria Understood	2.997	2.427	2.829	2.889	3.000	2.609	2.857	2.857	2.789	2.412	-	-
CLP43	Can Stay at Same Level	3.142	2.907	3.128	2.972	3.000	3.087	3.167	2.857	3.188	2.933	-	-
CLP44	Challenging CLP Criteria	2.603	2.512	2.415	2.771	2.760	3.143	2.222	2.714	2.053	2.188	-	-
CLP45	Evaluation Material Standards	2.901	2.400	2.950	2.694	2.962	2.864	2.714	2.714	2.882	2.533	-	-
CLP46	Adequate Materials Assistance	3.053	2.616	2.872	2.722	2.958	2.773	3.000	2.857	2.750	2.375	-	-
CLP47	Outside Advancement Opportunities	3.159	2.943	2.872	2.943	3.240	3.143	3.000	3.286	2.588	3.429	-	-
CLP48	Teachers Involved in CLP Development	2.864	2.689	2.650	2.833	2.708	2.571	2.833	2.857	2.529	2.667	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.716	2.590	2.556	2.806	3.111	2.762	2.250	3.429	2.100	2.588	-	-
CLP50	Clear Personnel Criteria	2.306	2.155	2.485	2.400	2.182	1.950	2.500	2.333	2.214	1.786	-	-
CLP51	Top Responsibilities Appropriate	2.905	2.784	2.610	3.031	2.864	2.682	3.333	3.286	2.444	2.733	-	-
CLP52	Enough Trained Personnel	2.872	2.605	2.641	2.486	2.880	2.545	2.857	2.833	2.706	2.800	-	-
CLP53	Teacher Input on Revisions	2.756	2.564	2.550	2.657	2.905	2.500	2.667	2.833	2.706	2.400	-	-
	CLP Total Averages	2.854	2.586	2.690	2.774	2.836	2.716	2.413	2.871	2.548	2.611	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.259	3.128	2.860	3.114	3.148	3.087	3.300	3.286	2.857	2.611	-	-
CLIM55	Feel Successful in Job	3.586	3.534	3.209	3.324	3.654	3.565	3.800	3.286	3.429	3.278	-	-
CLIM56	Feel Rewarded in Job	2.984	2.889	2.767	3.121	2.962	3.273	3.100	3.429	2.905	2.333	-	-
CLIM57	Work Has Clear Purpose	3.615	3.549	3.500	3.471	3.577	3.682	3.700	3.571	3.619	3.556	-	-

Table 12 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.887	2.777	2.651	2.971	2.704	3.091	3.200	3.286	2.762	2.882	-	-
CLIM59	Cooperative Work Environment	3.299	3.330	2.953	3.088	3.296	3.273	3.600	3.857	3.000	3.111	-	-
CLIM60	Good Leadership Models	3.134	3.139	2.857	3.118	3.333	3.136	3.300	3.143	2.762	3.111	-	-
CLIM61	Free of Stress Environment	2.296	2.343	2.098	2.353	2.407	2.391	3.100	2.714	2.286	1.778	-	-
CLIM62	Job Function Important	3.524	3.436	3.256	3.294	3.385	3.130	3.667	3.714	3.190	3.588	-	-
CLIM63	Secure in Job Status	3.395	3.535	3.233	3.265	3.370	3.304	3.600	3.143	3.333	3.444	-	-
CLIM64	Goals Clearly Communicated	3.081	3.091	2.628	2.970	3.111	3.048	3.100	3.429	2.762	2.833	-	-
CLIM65	Strong Social Network	2.883	2.882	2.405	3.000	3.115	2.909	3.000	3.286	2.286	2.833	-	-
CLIM66	Communication Level Feels Good	2.856	2.911	2.372	2.875	2.960	2.591	3.300	3.667	2.650	2.778	-	-
CLIM Total Averages		3.130	3.118	2.823	3.072	3.162	3.116	3.365	3.364	2.911	2.933	-	-
Total Averages Across ALL PAS Items		2.869	2.670	2.619	2.861	2.954	2.827	2.642	3.041	2.541	2.553	-	-

Table 13

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.875	3.000	3.000	2.800	2.800	2.444	2.938	2.571	1.857	2.400
GEN15	Retain Most Competent Teachers	2.688	2.667	3.083	2.667	2.577	2.296	2.941	2.214	1.857	2.200
GEN16	Will Improve Instruction	2.875	3.200	3.083	2.947	2.808	2.333	2.833	2.714	2.250	2.667
GEN17	Student Progress Improved	2.938	2.667	2.917	2.889	2.667	2.308	2.813	2.357	2.375	2.667
GEN18	Encourage Teacher Cooperation	2.250	1.857	2.833	2.450	2.429	2.034	2.267	2.167	2.500	1.833
GEN19	Improve Teacher Morale	2.250	2.000	2.833	2.368	2.393	1.897	2.562	1.923	1.875	1.500
GEN20	Improve Perceived Professional Status	2.533	2.500	2.917	2.895	2.739	2.538	2.600	2.692	2.375	1.800
GEN21	Money Rewards Available	3.467	3.286	3.333	3.400	3.286	3.000	3.632	3.231	3.250	3.000
GEN22	Intrinsic Rewards Available	2.533	2.500	2.667	2.850	2.615	2.111	2.500	2.615	2.375	2.000
GEN23	Goals Clearly Communicated	3.429	3.143	3.167	3.200	3.250	2.852	3.579	3.357	2.875	2.167
GEN Total Averages		2.747	2.705	2.983	2.853	2.737	2.388	2.931	2.584	2.391	2.241
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.929	3.000	3.417	3.350	3.214	2.655	3.500	3.308	3.000	2.333
STF25	Administrators Well Trained	2.857	2.667	3.000	3.105	3.107	2.448	3.500	2.692	2.833	2.500
STF26	Peer Evaluators Well Trained	2.667	2.333	3.333	3.000	3.250	2.857	3.273	3.143	3.000	2.000
STF27	Adequate Teacher Skills Resources	3.133	3.500	3.583	3.316	3.143	2.786	3.611	3.538	2.875	3.000
STF Total Averages		2.961	2.819	3.354	3.208	3.170	2.687	3.519	3.192	2.917	2.597

Table 13 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	3.143	2.833	2.833	2.850	3.148	2.462	3.222	3.083	2.714	2.500
TEV29	Administrators Fairly Evaluate	2.923	2.750	3.167	3.000	3.080	2.731	3.588	3.214	2.857	2.500
TEV30	Consistent Evaluation Procedures	2.462	2.333	2.583	2.611	2.800	2.192	3.000	2.500	2.625	1.833
TEV31	Evaluation Time Sufficient	3.000	2.750	3.083	3.053	3.083	2.577	3.235	3.077	3.167	2.167
TEV32	Time Worth Benefits Gained	2.733	1.500	2.667	2.632	2.692	2.240	3.059	2.417	2.750	2.500
TEV33	Right Achievement Emphasis	2.929	2.250	3.000	3.333	3.000	2.609	3.500	2.583	2.875	2.000
TEV34	Student Outcomes Reflect Performance	2.833	3.000	2.375	2.643	2.619	2.222	2.933	2.556	2.286	2.000
TEV Total Averages		2.875	2.427	2.833	2.873	2.911	2.432	3.189	2.694	2.645	2.214
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.333	4.000	2.500	2.889	2.833	2.250	3.125	3.111	3.000	3.000
PEV36	Well-Trained Evaluators	2.667	3.500	2.667	3.111	3.231	2.750	3.500	3.125	3.000	3.000
PEV37	Teachers Have Enough Selection Input	2.000	3.000	2.333	3.000	2.667	1.909	2.750	3.000	3.000	3.333
PEV38	Peer Evaluation Used Formatively	2.000	3.500	2.500	2.375	2.300	2.273	2.750	1.667	3.000	2.500
PEV39	Peer Evaluation Used Summatively	3.500	2.500	2.000	2.667	2.500	2.750	3.125	2.571	2.667	2.000
PEV40	Staff Cooperation Encouraged	2.000	3.500	2.500	2.750	2.385	1.917	2.750	2.667	2.667	3.500
PEV Total Averages		2.472	2.667	2.375	2.907	2.762	2.354	3.000	2.661	2.867	3.056

Table 13 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	3.462	3.000	3.364	2.800	3.364	2.304	3.437	2.571	3.143	2.500
CLP42	Advancement Criteria Understood	3.357	2.800	3.250	2.900	3.037	2.704	3.500	3.000	2.750	1.833
CLP43	Can Stay at Same Level	3.214	3.333	3.250	3.250	3.320	2.926	3.278	3.167	3.125	2.833
CLP44	Challenging CLP Criteria	2.643	2.833	2.818	2.850	2.577	2.240	2.722	2.250	2.375	2.200
CLP45	Evaluation Material Standards	3.400	2.800	3.167	2.800	3.160	2.600	3.471	2.583	2.750	1.833
CLP46	Adequate Materials Assistance	3.333	2.667	3.250	3.050	3.320	2.926	3.611	3.154	3.250	2.333
CLP47	Outside Advancement Opportunities	3.600	3.167	3.417	3.250	3.304	2.778	3.529	3.083	3.000	3.400
CLP48	Teachers Involved in CLP Development	3.357	3.500	3.167	3.316	3.346	2.593	3.444	3.636	2.714	2.667
CLP49	Net Positive Benefits of Top Responsblts	2.923	3.000	3.200	3.105	3.100	2.391	2.929	2.909	2.714	1.800
CLP50	Clear Personnel Criteria	2.714	2.400	2.444	2.529	2.565	2.227	2.786	2.667	1.857	2.000
CLP51	Top Responsibilities Appropriate	3.000	3.000	3.273	3.059	2.875	3.037	3.600	3.000	2.750	2.167
CLP52	Enough Trained Personnel	3.231	2.500	3.167	3.176	3.143	2.852	3.529	2.833	2.750	2.200
CLP53	Teacher Input on Revisions	3.385	3.000	3.000	3.176	3.167	2.577	3.353	3.273	2.429	2.500
CLP Total Averages		3.221	2.893	3.148	3.015	3.040	2.645	3.318	2.942	2.741	2.369
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.400	3.750	3.667	3.182	3.176	2.889	3.385	3.625	3.429	3.200
CLIM55	Feel Successful in Job	3.500	3.000	3.667	3.636	3.412	3.278	3.615	3.875	3.571	3.000
CLIM56	Feel Rewarded in Job	3.100	3.000	3.500	2.800	3.118	2.944	3.385	2.500	2.857	2.800
CLIM57	Work Has Clear Purpose	3.500	3.750	4.000	3.727	3.563	3.444	3.769	3.750	3.571	3.400

Table 13 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.500	3.000	3.333	3.200	2.882	2.278	3.385	3.375	3.143	3.200
CLIM59	Cooperative Work Environment	3.400	3.250	3.833	3.182	3.412	3.389	3.615	3.875	3.571	3.000
CLIM60	Good Leadership Models	3.400	3.000	4.000	3.273	3.375	3.056	3.462	3.750	3.571	3.000
CLIM61	Free of Stress Environment	2.300	3.250	2.667	2.182	2.750	2.500	2.769	2.625	3.000	1.200
CLIM62	Job Function Important	3.500	3.250	4.000	3.273	3.471	3.176	3.692	3.875	3.571	3.000
CLIM63	Secure in Job Status	3.100	3.000	3.667	3.545	3.412	3.444	3.462	3.875	3.429	3.400
CLIM64	Goals Clearly Communicated	3.300	3.250	3.500	3.364	3.471	3.059	3.692	3.250	3.143	2.800
CLIM65	Strong Social Network	2.900	3.250	3.333	3.000	3.000	3.059	3.154	3.250	3.143	2.600
CLIM66	Communication Level Feels Good	3.100	3.000	3.167	2.500	3.235	2.867	3.308	3.125	3.143	2.800
CLIM Total Averages		3.154	3.221	3.564	3.158	3.222	3.043	3.438	3.442	3.319	2.877
Total Averages Across ALL PAS Items		2.906	2.793	3.087	2.980	2.987	2.621	3.215	2.894	2.792	2.481

Table 14

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.769	2.586	2.900	2.722	3.125	2.600	2.333	1.667	1.800	2.750	-	-
GEN15	Retain Most Competent Teachers	2.607	2.379	2.952	2.647	3.125	2.000	2.125	2.000	1.600	2.667	-	-
GEN16	Will Improve Instruction	2.778	2.519	2.952	2.789	3.125	2.600	2.333	2.000	1.800	3.250	-	-
GEN17	Student Progress Improved	2.600	2.481	3.000	2.412	3.000	2.800	2.222	2.250	2.200	2.750	-	-
GEN18	Encourage Teacher Cooperation	2.179	2.000	2.700	2.143	2.250	2.500	2.111	1.750	2.400	1.750	-	-
GEN19	Improve Teacher Morale	2.179	1.862	2.650	2.526	2.500	1.800	2.333	1.750	2.000	1.750	-	-
GEN20	Improve Perceived Professional Status	2.560	2.679	2.889	2.556	2.625	2.800	2.667	2.000	2.200	2.333	-	-
GEN21	Money Rewards Available	3.300	3.214	3.500	3.333	3.750	3.400	3.111	1.667	3.200	3.000	-	-
GEN22	Intrinsic Rewards Available	2.607	2.519	2.556	2.550	2.625	1.800	2.222	2.500	2.000	1.750	-	-
GEN23	Goals Clearly Communicated	3.467	3.100	3.450	3.105	3.250	2.500	3.000	2.250	3.000	2.250	-	-
GEN Total Averages		2.721	2.537	2.944	2.673	2.938	2.467	2.446	2.144	2.220	2.425	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.300	3.133	3.350	2.842	3.250	2.000	2.750	2.250	3.250	2.000	-	-
STF25	Administrators Well Trained	3.207	2.833	3.300	2.824	3.000	2.000	2.750	1.500	2.500	2.250	-	-
STF26	Peer Evaluators Well Trained	3.083	2.923	3.300	3.200	4.000	3.000	2.667	2.000	3.000	1.500	-	-
STF27	Adequate Teacher Skills Resources	3.400	3.333	3.500	3.000	3.000	2.000	2.500	2.250	2.800	3.000	-	-
STF Total Averages		3.306	3.114	3.358	2.912	3.083	2.188	2.740	2.021	2.867	2.396	-	-

Table 14 (Cont'd. - Page 2)

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	3.069	2.741	3.158	2.684	2.750	2.250	2.875	3.000	2.500	2.500	-	-
TEV29	Administrators Fairly Evaluate	3.000	3.077	3.421	3.000	3.333	3.250	3.000	2.000	2.750	2.750	-	-
TEV30	Consistent Evaluation Procedures	2.607	2.310	2.895	2.400	2.833	3.000	2.250	1.750	2.400	1.750	-	-
TEV31	Evaluation Time Sufficient	3.103	2.786	3.000	2.941	3.000	3.000	3.400	1.500	3.667	2.750	-	-
TEV32	Time Worth Benefits Gained	2.759	2.481	3.053	2.313	2.625	1.667	2.250	2.500	2.600	2.750	-	-
TEV33	Right Achievement Emphasis	3.200	2.955	3.056	2.556	3.333	3.000	2.667	2.250	2.600	2.500	-	-
TEV34	Student Outcomes Reflect Performance	2.652	2.667	3.067	2.538	3.000	2.500	1.833	2.000	1.750	2.500	-	-
	TEV Total Averages	2.911	2.691	3.081	2.620	2.863	2.583	2.643	2.167	2.431	2.500	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.667	2.643	3.429	2.778	3.000	3.500	2.250	2.667	3.000	3.000	-	-
PEV36	Well-Trained Evaluators	2.917	2.923	3.714	3.444	3.000	3.500	3.000	3.000	-	4.000	-	-
PEV37	Teachers Have Enough Selection Input	2.583	2.750	3.167	2.200	3.000	3.000	1.400	2.333	3.000	4.000	-	-
PEV38	Peer Evaluation Used Formatively	2.182	2.000	2.571	2.222	-	3.000	2.200	2.000	3.000	-	-	-
PEV39	Peer Evaluation Used Summatively	2.636	2.769	3.429	3.000	4.000	2.667	1.800	2.667	2.000	-	-	-
PEV40	Staff Cooperation Encouraged	2.200	2.538	2.857	2.500	3.000	3.000	1.800	2.000	2.000	-	-	-
	PEV Total Averages	2.551	2.687	3.181	2.576	3.500	3.022	2.073	2.444	2.600	3.667	-	-

Table 14 (Cont'd. - Page 3)

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	3.393	2.966	3.611	2.133	3.286	2.250	2.571	2.000	3.333	3.000	-	-
CLP42	Advancement Criteria Understood	3.310	3.000	3.450	2.889	2.875	1.800	2.750	1.333	2.800	1.750	-	-
CLP43	Can Stay at Same Level	3.207	3.107	3.526	3.167	3.571	2.600	3.000	2.000	3.000	2.750	-	-
CLP44	Challenging CLP Criteria	2.655	2.333	2.895	2.444	2.750	1.800	1.875	2.333	1.600	2.667	-	-
CLP45	Evaluation Material Standards	3.207	2.857	3.450	2.588	3.375	2.333	3.429	2.000	2.750	2.250	-	-
CLP46	Adequate Materials Assistance	3.357	3.103	3.550	3.053	3.571	2.750	3.125	2.500	3.200	2.500	-	-
CLP47	Outside Advancement Opportunities	3.296	3.214	3.600	3.444	3.714	2.500	2.571	2.500	3.000	3.333	-	-
CLP48	Teachers Involved in CLP Development	3.276	3.393	3.350	3.294	3.714	2.500	3.125	2.000	2.000	3.000	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.714	2.962	3.353	2.857	3.000	2.000	2.333	2.000	3.000	2.000	-	-
CLP50	Clear Personnel Criteria	2.545	2.760	2.438	2.133	2.200	3.000	2.286	1.000	2.000	2.667	-	-
CLP51	Top Responsibilities Appropriate	3.000	3.111	3.579	3.000	3.000	3.200	2.500	2.500	2.750	2.500	-	-
CLP52	Enough Trained Personnel	3.346	3.037	3.333	3.294	3.000	2.500	3.000	2.000	2.400	2.667	-	-
CLP53	Teacher Input on Revisions	3.200	3.192	3.263	3.250	3.500	2.750	3.250	1.667	1.750	2.500	-	-
	CLP Total Averages	3.118	3.018	3.332	2.894	3.121	2.339	2.781	2.165	2.547	2.611	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.375	3.545	3.667	3.167	3.250	3.250	3.222	1.500	3.500	3.250	-	-
CLIM55	Feel Successful in Job	3.500	3.636	3.833	3.500	3.750	3.250	2.889	1.500	3.750	3.250	-	-
CLIM56	Feel Rewarded in Job	3.188	2.909	3.583	3.364	2.750	2.750	2.667	2.000	2.500	2.500	-	-
CLIM57	Work Has Clear Purpose	3.800	3.636	3.833	3.500	3.750	3.750	3.000	2.000	3.750	3.500	-	-

Table 14 (Cont'd. - Page 4)

PHASE II PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.813	3.091	3.083	2.909	3.250	3.000	2.889	2.000	3.250	3.250	-	-
CLIM59	Cooperative Work Environment	3.625	3.545	3.750	3.167	3.500	3.500	3.000	1.500	3.750	3.500	-	-
CLIM60	Good Leadership Models	3.733	3.545	3.667	3.500	3.000	3.250	3.111	1.500	4.000	3.500	-	-
CLIM61	Free of Stress Environment	2.867	2.636	3.167	2.417	1.500	3.000	2.667	2.000	3.000	1.250	-	-
CLIM62	Job Function Important	3.688	3.636	3.667	3.909	4.000	3.250	3.000	2.000	3.750	3.500	-	-
CLIM63	Secure in Job Status	3.438	3.636	3.417	3.750	4.000	3.250	3.000	2.500	3.500	3.500	-	-
CLIM64	Goals Clearly Communicated	3.375	3.634	3.833	3.417	3.500	3.333	3.222	1.500	3.250	2.750	-	-
CLIM65	Strong Social Network	3.313	3.364	3.417	3.333	2.000	2.667	3.000	2.000	3.000	3.000	-	-
CLIM66	Communication Level Feels Good	3.250	3.111	3.500	3.200	3.000	2.667	3.375	2.000	3.250	3.250	-	-
CLIM Total Averages		3.346	3.367	3.571	3.320	3.173	3.194	2.974	1.833	3.404	3.077	-	-
Total Averages Across ALL PAS Items		3.033	2.876	3.153	2.811	3.019	2.607	2.657	2.191	2.665	2.619	-	-

Table 2

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:									
GEN14	Attracts High Quality People	2.654	1.986	2.946	2.054	2.630	1.000	3.286	-
GEN15	Retain Most Competent Teachers	2.500	1.788	2.622	2.000	2.464	2.000	2.714	-
GEN16	Will Improve Instruction	2.710	1.944	3.158	2.107	2.714	1.000	3.571	-
GEN17	Student Progress Improved	2.619	1.824	2.921	2.055	2.615	2.000	3.500	-
GEN18	Encourage Teacher Cooperation	2.306	1.890	2.500	1.922	2.480	1.000	3.000	-
GEN19	Improve Teacher Morale	2.000	1.487	2.472	1.491	2.296	2.000	2.857	-
GEN20	Improve Perceived Professional Status	2.605	2.077	2.970	2.148	2.565	1.000	3.167	-
GEN21	Money Rewards Available	3.390	2.403	3.289	2.536	3.179	2.000	3.571	-
GEN22	Intrinsic Rewards Available	2.594	1.774	2.595	1.945	2.556	1.000	3.286	-
GEN23	Goals Clearly Communicated	2.603	2.215	2.743	2.196	2.963	2.000	3.667	-
GEN Total Averages		2.604	1.952	2.814	2.062	2.656	1.500	3.268	-
Staff Development Training Concepts:									
STF24	Received Adequate Inservice	2.776	2.115	2.639	2.184	2.913	2.000	3.667	-
STF25	Administrators Well Trained	2.815	2.232	2.833	2.111	2.652	1.000	3.286	-
STF26	Peer Evaluators Well Trained	3.025	1.886	3.190	1.500	3.000	1.000	3.800	-
STF27	Adequate Teacher Skills Resources	2.455	1.835	2.750	1.915	2.385	1.000	3.333	-
STF Total Averages		2.708	2.051	2.718	2.043	2.663	1.250	3.536	-

Table 2 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:									
TEV28	Performance Levels Clearly Defined	2.795	2.362	2.771	2.440	2.696	2.000	3.167	-
TEV29	Administrators Fairly Evaluate	2.922	2.256	2.839	2.281	3.000	2.000	3.333	-
TEV30	Consistent Evaluation Procedures	2.650	1.964	2.697	1.913	2.636	1.000	3.429	-
TEV31	Evaluation Time Sufficient	2.765	2.015	2.636	1.913	2.542	1.000	3.167	-
TEV32	Time Worth Benefits Gained	2.534	1.548	2.735	1.510	2.125	1.000	3.143	-
TEV33	Right Achievement Emphasis	2.654	2.107	2.926	2.244	2.095	2.000	3.333	-
TEV34	Student Outcomes Reflect Performance	2.491	1.800	2.786	1.796	2.200	1.000	3.200	-
TEV Total Averages		2.667	2.029	2.679	1.989	2.507	1.429	3.163	-
Peer Evaluation Concepts:									
PEV35	Chosen for Top Qualifications	2.279	1.609	2.375	1.400	2.680	2.000	2.600	-
PEV36	Well-Trained Evaluators	3.055	1.762	2.875	1.400	2.958	2.000	3.800	-
PEV37	Teachers Have Enough Selection Input	2.318	1.545	2.438	1.222	2.652	1.000	2.500	-
PEV38	Peer Evaluation Used Formatively	2.291	1.800	2.235	1.500	1.421	2.000	1.250	-
PEV39	Peer Evaluation Used Summatively	2.642	1.950	2.438	1.250	2.778	1.000	2.667	-
PEV40	Staff Cooperation Encouraged	2.447	1.394	2.667	1.600	2.400	1.000	3.000	-
PEV Total Averages		2.558	1.583	2.451	1.674	2.514	1.500	2.569	-

Table 2 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:									
CLP41	Fair Appeal Process	2.963	2.224	2.933	2.063	3.000	1.000	3.857	-
CLP42	Advancement Criteria Understood	2.813	2.043	2.758	2.286	2.960	1.000	3.167	-
CLP43	Can Stay at Same Level	2.965	2.222	2.969	2.237	2.526	2.000	3.500	-
CLP44	Challenging CLP Criteria	2.615	2.032	2.500	2.125	2.500	2.000	2.571	-
CLP45	Evaluation Material Standards	2.584	2.132	2.867	2.245	2.273	1.000	2.833	-
CLP46	Adequate Materials Assistance	2.543	1.864	2.656	1.922	2.458	1.000	3.167	-
CLP47	Outside Advancement Opportunities	2.863	2.202	3.167	2.396	2.611	2.000	4.000	-
CLP48	Teachers Involved in CLP Development	2.960	2.043	3.207	1.404	2.800	1.000	3.500	-
CLP49	Net Positive Benefits of Top Responsblts	2.528	1.895	2.600	1.905	2.316	1.000	3.600	-
CLP50	Clear Personnel Criteria	2.196	1.646	2.261	1.564	2.000	2.000	2.833	-
CLP51	Top Responsibilities Appropriate	2.790	2.280	2.862	2.268	2.700	1.000	3.500	-
CLP52	Enough Trained Personnel	2.664	1.805	2.727	1.813	2.440	1.000	3.000	-
CLP53	Teacher Input on Revisions	2.958	1.973	3.031	2.348	2.720	1.000	3.500	-
	CLP Total Averages	2.720	1.991	2.754	2.120	2.598	1.308	3.136	-
Organizational Climate Survey:									
CLIM54	Feel I Belong	3.378	2.952	3.194	2.804	2.885	2.000	3.000	-
CLIM55	Feel Successful in Job	3.559	3.133	3.472	3.263	3.160	1.000	3.333	-
CLIM56	Feel Rewarded in Job	3.016	2.132	2.750	1.982	2.417	1.000	3.167	-
CLIM57	Work Has Clear Purpose	3.648	3.190	3.417	3.218	2.321	2.000	3.833	-

Table 2 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY SCHOOL LEVEL OF EMPLOYMENT

Question		Elementary		Middle & Junior High		High School		Does Not Apply	
		1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)									
CLIM58	Get Progress Feedback	2.802	2.348	2.735	2.148	2.269	1.000	3.333	-
CLIM59	Cooperative Work Environment	3.211	2.931	2.806	2.400	2.583	4.000	3.500	-
CLIM60	Good Leadership Models	2.961	2.671	2.857	2.228	2.45	4.000	3.600	-
CLIM61	Free of Stress Environment	2.167	1.643	1.857	1.436	2.115	4.000	2.500	-
CLIM62	Job Function Important	3.452	3.124	3.114	3.161	2.192	4.000	3.500	-
CLIM63	Secure in Job Status	3.472	2.987	3.514	3.393	3.200	3.000	3.000	-
CLIM64	Goals Clearly Communicated	2.805	2.345	3.029	2.196	2.346	4.000	3.333	-
CLIM65	Strong Social Network	2.828	2.487	2.514	2.164	2.269	4.000	3.167	-
CLIM66	Communication Level Feels Good	2.730	2.410	2.618	2.145	2.320	3.000	3.000	-
CLIM Total Averages		3.084	2.624	2.910	2.493	2.656	2.846	3.238	-
Total Averages Across ALL PAS Items		2.741	2.123	2.737	2.154	2.592	1.639	3.187	-

Table 3

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.699	2.004	2.273	1.125	1.000	1.000	2.950	2.000	3.063	3.200	-	-
GEN15	Retain Most Competent Teachers	2.490	1.831	2.000	1.375	1.000	1.000	2.900	1.838	2.786	2.800	-	-
GEN16	Will Improve Instruction	2.808	1.941	2.600	1.286	1.000	1.000	3.000	2.158	2.867	2.667	-	-
GEN17	Student Progress Improved	2.669	1.853	2.400	1.167	1.000	1.000	3.000	2.000	2.750	2.500	-	-
GEN18	Encourage Teacher Cooperation	2.318	1.898	2.111	1.500	1.000	1.000	2.550	1.838	2.765	2.667	-	-
GEN19	Improve Teacher Morale	3.081	2.496	2.100	1.125	-	1.000	2.333	1.486	2.313	2.000	-	-
GEN20	Improve Perceived Professional Status	2.634	2.093	2.375	1.571	2.000	1.000	3.053	2.132	2.733	2.800	-	-
GEN21	Money Rewards Available	3.373	2.414	3.273	2.571	3.000	1.000	3.190	2.342	3.353	3.333	-	-
GEN22	Intrinsic Rewards Available	2.537	1.807	2.778	1.286	2.000	1.000	2.900	1.842	2.563	2.000	-	-
GEN23	Goals Clearly Communicated	2.702	2.167	2.545	2.250	1.000	1.000	2.350	2.395	3.063	3.000	-	-
GEN Total Averages		2.631	1.959	2.468	1.532	1.444	1.000	2.830	2.024	2.853	2.644	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.708	2.061	2.727	1.875	1.000	-	2.789	2.355	3.353	3.571	-	-
STF25	Administrators Well Trained	2.705	2.143	2.500	2.000	-	-	2.882	2.231	3.500	3.429	-	-
STF26	Peer Evaluators Well Trained	3.053	1.790	2.429	1.500	-	-	3.143	2.100	3.333	-	-	-
STF27	Adequate Teacher Skills Resources	2.454	1.771	2.167	1.833	-	-	2.556	2.000	2.765	3.333	-	-
STF Total Averages		2.653	1.989	2.621	1.771	1.000	-	2.750	2.154	3.196	3.476	-	-

Table 3 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.800	2.376	2.182	2.500	4.000	1.000	2.667	2.250	2.937	3.429	-	-
TEV29	Administrators Fairly Evaluate	2.891	2.186	2.700	2.750	-	-	2.824	2.217	3.313	4.000	-	-
TEV30	Consistent Evaluation Procedures	2.644	1.916	2.375	2.250	1.000	1.000	2.529	1.821	3.267	3.333	-	-
TEV31	Evaluation Time Sufficient	2.692	2.000	2.556	2.000	3.000	1.000	3.111	1.828	2.533	2.429	-	-
TEV32	Time Worth Benefits Gained	2.485	1.521	2.600	2.000	-	1.000	2.889	1.455	2.400	2.200	-	-
TEV33	Right Achievement Emphasis	2.655	2.146	2.500	2.000	-	1.000	2.938	1.966	2.188	3.400	-	-
TEV34	Student Outcomes Reflect Performance	2.488	1.766	2.200	2.000	-	1.000	2.882	1.793	2.462	2.600	-	-
TEV Total Averages		2.649	1.995	2.389	2.232	2.667	1.000	2.751	1.964	2.711	3.062	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.414	1.520	2.000	1.000	-	-	2.250	1.750	2.875	-	-	-
PEV36	Well-Trained Evaluators	3.000	1.625	3.000	2.000	-	-	3.231	1.714	3.125	-	-	-
PEV37	Teachers Have Enough Selection Input	2.446	1.375	2.200	4.000	-	-	1.917	1.286	3.00	-	-	-
PEV38	Peer Evaluation Used Formatively	2.186	1.577	1.800	3.000	-	-	1.364	2.143	2.250	-	-	-
PEV39	Peer Evaluation Used Summatively	2.826	1.591	1.800	-	-	-	2.091	2.143	2.400	-	-	-
PEV40	Staff Cooperation Encouraged	2.558	1.324	1.800	4.000	1.000	-	2.154	1.556	2.875	-	-	-
PEV Total Averages		2.603	1.474	2.100	3.250	1.000	-	2.252	1.783	2.776	-	-	-

Table 3 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.900	2.109	2.667	2.000	-	1.000	3.267	2.444	3.412	3.000	-	-
CLP42	Advancement Criteria Understood	2.799	2.037	2.818	1.667	2.000	1.000	2.789	2.387	3.059	3.000	-	-
CLP43	Can Stay at Same Level	2.863	2.222	2.600	1.600	2.000	1.000	3.000	2.318	3.467	3.333	-	-
CLP44	Challenging CLP Criteria	2.554	2.105	2.300	1.000	2.000	1.000	2.941	1.806	2.467	3.167	-	-
CLP45	Evaluation Material Standards	2.635	2.198	2.400	1.400	-	1.000	2.563	1.903	2.286	3.000	-	-
CLP46	Adequate Materials Assistance	2.546	1.819	2.500	2.167	2.000	1.00	2.563	1.938	2.563	3.333	-	-
CLP47	Outside Advancement Opportunities	2.810	2.234	2.778	2.167	-	2.000	3.059	2.103	3.500	3.333	-	-
CLP48	Teachers Involved in CLP Development	2.918	2.088	2.333	2.500	2.000	2.000	2.158	2.000	3.625	3.286	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.512	1.881	2.250	1.714	2.000	1.000	2.733	1.889	2.692	2.500	-	-
CLP50	Clear Personnel Criteria	2.214	1.632	1.500	1.286	1.000	1.000	2.353	1.500	2.214	2.800	-	-
CLP51	Top Responsibilities Appropriate	2.754	2.230	2.571	3.000	2.000	1.000	2.875	2.345	3.231	3.250	-	-
CLP52	Enough Trained Personnel	2.625	1.770	2.375	2.500	4.000	2.000	2.722	1.931	2.733	2.000	-	-
CLP53	Teacher Input on Revisions	2.880	1.963	2.667	2.833	2.000	2.000	3.056	1.900	3.467	2.571	-	-
	CLP Total Averages	2.681	2.001	2.441	1.797	2.100	1.308	2.791	1.973	3.042	3.065	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.294	2.899	2.818	3.000	4.000	4.000	3.300	2.842	3.333	3.800	-	-
CLIM55	Feel Successful in Job	3.480	3.146	3.364	3.429	4.000	4.000	3.600	3.079	3.500	3.600	-	-
CLIM56	Feel Rewarded in Job	2.815	2.047	3.000	2.143	2.000	3.000	3.400	2.205	3.000	3.000	-	-
CLIM57	Work Has Clear Purpose	3.532	3.214	3.455	3.429	4.000	4.000	3.750	3.026	3.500	3.600	-	-

Table 3 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY POSITION IN DISTRICT

Question		Teacher		Librarian		Counselor		Other Resource		Building Level Administrator		Central Office Administrator	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.709	2.272	2.455	2.500	4.000	1.000	2.895	2.447	2.667	3.000	-	-
CLIM59	Cooperative Work Environment	3.072	2.785	2.727	3.167	4.000	3.000	3.000	2.923	3.333	3.200	-	-
CLIM60	Good Leadership Models	2.855	2.532	2.900	2.571	4.000	3.000	3.053	2.763	2.833	3.400	-	-
CLIM61	Free of Stress Environment	2.092	1.561	2.200	1.143	3.000	2.000	1.900	1.949	2.500	1.600	-	-
CLIM62	Job Function Important	3.333	3.080	3.500	3.857	4.000	4.000	3.250	3.333	4.000	3.200	-	-
CLIM63	Secure in Job Status	3.444	3.089	3.364	3.500	4.000	4.000	3.500	2.763	3.500	3.000	-	-
CLIM64	Goals Clearly Communicated	2.758	2.282	2.727	2.714	4.000	1.000	2.900	2.474	2.667	3.200	-	-
CLIM65	Strong Social Network	2.669	2.392	2.500	2.833	4.000	3.000	2.900	2.500	2.667	2.500	-	-
CLIM66	Communication Level Feels Good	2.653	2.336	2.500	2.571	3.000	2.000	2.750	2.513	2.500	2.600	-	-
CLIM Total Averages		2.982	2.568	2.869	2.847	3.692	2.923	3.090	2.672	3.061	3.063	-	-
Total Averages Across ALL PAS Items		2.705	2.098	2.539	2.068	1.984	1.558	2.746	2.157	2.972	3.072	-	-

Table 4

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
General Career Ladder Concepts:					
GEN14	Attracts High Quality People	2.683	2.022	2.833	2.024
GEN15	Retain Most Competent Teachers	2.494	1.835	2.600	1.929
GEN16	Will Improve Instruction	2.755	2.004	3.024	1.909
GEN17	Student Progress Improved	2.667	1.891	2.800	1.837
GEN18	Encourage Teacher Cooperation	2.373	1.919	2.350	1.881
GEN19	Improve Teacher Morale	2.130	1.502	2.238	1.452
GEN20	Improve Perceived Professional Status	2.628	2.112	2.842	2.093
GEN21	Money Rewards Available	3.383	2.506	3.233	2.186
GEN22	Intrinsic Rewards Available	2.624	1.810	2.513	1.837
GEN23	Goals Clearly Communicated	2.688	2.196	2.833	2.341
GEN Total Averages		2.646	1.994	2.739	1.960
Staff Development Training Concepts:					
STF24	Received Adequate Inservice	2.795	2.085	2.875	2.368
STF25	Administrators Well Trained	2.806	2.144	2.917	2.444
STF26	Peer Evaluators Well Trained	3.063	1.766	3.161	2.286
STF27	Adequate Teacher Skills Resources	2.568	1.806	2.351	2.158
STF Total Averages		2.730	2.009	2.778	2.283
Teacher Evaluation System Concepts:					
TEV28	Performance Levels Clearly Defined	2.785	2.365	2.757	2.595
TEV29	Administrators Fairly Evaluate	2.906	2.220	3.029	2.593
TEV30	Consistent Evaluation Procedures	2.635	1.950	2.872	2.065
TEV31	Evaluation Time Sufficient	2.719	2.015	2.800	1.853
TEV32	Time Worth Benefits Gained	2.563	1.526	2.459	1.694
TEV33	Right Achievement Emphasis	2.661	2.165	2.515	2.176
TEV34	Student Outcomes Reflect Performance	2.543	1.842	2.455	1.611
TEV Total Averages		2.654	2.039	2.684	2.033
Peer Evaluation Concepts:					
PEV35	Chosen for Top Qualifications	2.369	1.481	2.483	1.833
PEV36	Well-Trained Evaluators	3.011	1.640	3.133	1.667
PEV37	Teachers Have Enough Selection Input	2.462	1.520	2.387	1.167
PEV38	Peer Evaluation Used Formatively	2.090	1.786	2.000	1.400
PEV39	Peer Evaluation Used Summatively	2.609	1.783	2.640	1.600
PEV40	Staff Cooperation Encouraged	2.424	1.417	2.742	1.571
PEV Total Averages		2.517	1.600	2.602	1.642

Table 4 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY GENDER

Question		Female		Male	
		1989	1988	1989	1988
Career Ladder Placement Concepts:					
CLP41	Fair Appeal Process	2.945	2.164	3.257	2.320
CLP42	Advancement Criteria Understood	2.834	2.033	2.919	2.436
CLP43	Can Stay at Same Level	2.906	2.231	2.971	2.125
CLP44	Challenging CLP Criteria	2.574	2.059	2.538	2.125
CLP45	Evaluation Material Standards	2.632	2.081	2.452	2.514
CLP46	Adequate Materials Assistance	2.584	1.822	2.568	2.158
CLP47	Outside Advancement Opportunities	2.933	2.251	2.871	2.270
CLP48	Teachers Involved in CLP Development	3.007	2.159	2.946	2.128
CLP49	Net Positive Benefits of Top Responsblts.	2.529	1.908	2.571	1.912
CLP50	Clear Personnel Criteria	2.191	1.596	2.379	1.719
CLP51	Top Responsibilities Appropriate	2.786	2.291	2.968	2.129
CLP52	Enough Trained Personnel	2.645	1.781	2.649	1.800
CLP53	Teacher Input on Revisions	2.929	2.016	3.056	2.184
CLP Total Averages		2.646	2.002	2.731	2.129
Organizational Climate Survey:					
CLIM54	Feel I Belong	3.303	2.910	3.056	2.818
CLIM55	Feel Successful in Job	3.519	3.161	3.361	3.156
CLIM56	Feel Rewarded in Job	2.922	2.104	2.657	2.089
CLIM57	Work Has Clear Purpose	3.596	3.202	3.361	3.209
CLIM58	Get Progress Feedback	2.771	2.284	2.528	2.442
CLIM59	Cooperative Work Environment	3.103	2.812	2.829	2.864
CLIM60	Good Leadership Models	2.921	2.550	2.800	2.667
CLIM61	Free of Stress Environment	2.065	1.601	2.306	1.628
CLIM62	Job Function Important	3.409	3.153	3.086	3.068
CLIM63	Secure in Job Status	3.442	3.077	3.343	2.955
CLIM64	Goals Clearly Communicated	2.821	2.302	2.686	2.432
CLIM65	Strong Social Network	2.794	2.403	2.333	2.395
CLIM66	Communication Level Feels Good	2.699	2.371	2.500	2.295
CLIM Total Averages		3.031	2.593	2.832	2.599
Total Across All PAS Items		2.734	2.128	2.734	2.187

Table 5

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.782	2.079	2.923	1.333	2.923	2.500	1.667	1.000	3.000	2.500	-	-
GEN15	Retain Most Competent Teachers	2.571	1.882	2.615	1.400	2.667	2.500	1.667	1.667	3.000	2.500	-	-
GEN16	Will Improve Instruction	2.890	2.020	3.231	1.400	2.917	3.250	1.000	1.000	2.000	2.250	-	-
GEN17	Student Progress Improved	2.758	1.909	3.000	1.250	3.000	3.667	1.000	1.667	2.000	2.250	-	-
GEN18	Encourage Teacher Cooperation	2.427	1.939	2.667	1.545	2.545	2.750	1.500	1.000	2.000	2.000	-	-
GEN19	Improve Teacher Morale	2.180	1.500	2.167	1.222	2.667	2.500	1.000	1.750	2.000	2.000	-	-
GEN20	Improve Perceived Professional Status	2.763	2.137	2.750	1.600	2.700	2.750	1.000	1.500	3.000	2.750	-	-
GEN21	Money Rewards Available	3.375	2.506	3.769	1.667	3.091	3.000	2.333	1.500	3.000	2.667	-	-
GEN22	Intrinsic Rewards Available	2.644	1.819	2.538	1.300	3.100	3.000	2.000	1.500	3.000	2.667	-	-
GEN23	Goals Clearly Communicated	2.761	2.267	2.583	1.300	3.000	2.750	2.000	1.500	2.000	2.000	-	-
GEN Total Averages		2.723	2.021	2.819	1.506	2.815	2.811	1.558	1.514	2.500	2.368	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.875	2.176	2.692	1.333	2.600	2.500	2.000	2.000	3.000	2.333	-	-
STF25	Administrators Well Trained	2.951	2.229	2.917	1.625	2.182	2.500	1.667	1.500	2.000	2.500	-	-
STF26	Peer Evaluators Well Trained	3.204	1.813	2.727	1.667	3.222	3.000	1.667	1.333	2.000	3.000	-	-
STF27	Adequate Teacher Skills Resources	2.597	1.885	2.167	1.625	2.727	2.250	1.667	1.250	1.000	1.667	-	-
STF Total Averages		2.834	2.088	2.615	1.481	2.465	2.479	1.750	1.563	2.000	2.111	-	-

Table 5 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.857	2.450	2.583	1.500	2.667	3.000	1.000	2.000	1.000	1.667	-	-
TEV29	Administrators Fairly Evaluate	2.986	2.317	2.833	1.750	2.800	2.500	2.000	1.750	3.000	2.000	-	-
TEV30	Consistent Evaluation Procedures	2.727	2.015	2.500	1.222	3.100	2.500	2.000	1.500	3.000	1.667	-	-
TEV31	Evaluation Time Sufficient	2.780	2.029	2.500	1.556	3.091	2.000	1.000	1.000	2.000	1.667	-	-
TEV32	Time Worth Benefits Gained	2.490	1.574	3.000	1.100	3.091	2.333	1.000	1.000	2.000	1.667	-	-
TEV33	Right Achievement Emphasis	2.622	2.200	3.091	1.778	3.000	2.250	2.000	1.667	2.000	1.667	-	-
TEV34	Student Outcomes Reflect Performance	2.523	1.846	2.909	1.000	2.833	2.333	1.000	1.500	3.000	2.000	-	-
TEV Total Averages		2.693	2.088	2.750	1.431	2.821	2.375	1.214	1.625	2.286	1.714	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.447	1.565	2.200	1.200	2.800	-	1.000	1.667	2.000	3.000	-	-
PEV36	Well-Trained Evaluators	3.112	1.773	2.900	1.200	2.909	-	2.000	1.333	3.000	3.000	-	-
PEV37	Teachers Have Enough Selection Input	2.512	1.650	2.200	1.000	2.900	1.000	1.000	1.000	1.000	2.000	-	-
PEV38	Peer Evaluation Used Formatively	2.129	1.696	1.556	1.600	2.500	-	1.000	1.333	1.000	3.000	-	-
PEV39	Peer Evaluation Used Summatively	2.508	2.000	3.300	1.200	2.900	-	1.000	1.000	4.000	3.000	-	-
PEV40	Staff Cooperation Encouraged	2.559	1.500	2.500	1.250	2.727	1.000	1.000	1.000	4.000	3.000	-	-
PEV Total Averages		2.583	1.697	2.473	1.233	2.764	1.000	1.167	1.222	2.500	2.833	-	-

Table 5 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	3.030	2.248	3.364	1.429	3.111	3.000	2.000	1.250	3.000	2.000	-	-
CLP42	Advancement Criteria Understood	2.853	2.136	2.636	1.545	3.000	2.250	3.500	1.500	3.000	2.000	-	-
CLP43	Can Stay at Same Level	3.008	2.273	2.667	1.600	3.111	2.500	2.000	1.750	3.000	1.667	-	-
CLP44	Challenging CLP Criteria	2.697	2.146	2.250	1.300	2.300	2.500	1.000	1.500	3.000	1.667	-	-
CLP45	Evaluation Material Standards	2.610	2.171	2.400	1.400	2.917	3.000	0.000	1.750	2.000	1.667	-	-
CLP46	Adequate Materials Assistance	2.608	1.894	2.400	1.500	3.000	2.750	2.000	1.500	2.000	1.667	-	-
CLP47	Outside Advancement Opportunities	2.986	2.291	2.750	1.667	3.100	3.000	2.000	1.750	3.000	2.000	-	-
CLP48	Teachers Involved in CLP Development	3.074	2.204	2.818	1.444	3.000	3.000	2.000	1.250	2.000	2.000	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.559	1.944	2.600	1.125	2.900	2.250	1.000	1.500	-	2.000	-	-
CLP50	Clear Personnel Criteria	2.188	1.647	2.400	1.111	2.900	2.250	3.000	1.500	2.000	1.333	-	-
CLP51	Top Responsibilities Appropriate	2.849	2.329	2.900	1.444	3.273	2.750	2.000	1.500	2.000	2.000	-	-
CLP52	Enough Trained Personnel	2.729	1.803	2.455	1.500	2.750	2.500	2.000	1.250	3.000	1.500	-	-
CLP53	Teacher Input on Revisions	3.000	2.090	3.000	1.444	3.083	2.250	2.000	1.667	3.000	2.000	-	-
	CLP Total Averages	2.772	2.071	2.566	1.487	2.883	2.570	1.971	1.500	2.583	1.615	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.312	2.934	3.231	2.273	2.923	3.250	3.000	1.667	1.000	3.500	-	-
CLIM55	Feel Successful in Job	3.523	3.177	3.462	3.182	3.308	3.250	3.000	1.500	1.000	3.250	-	-
CLIM56	Feel Rewarded in Job	2.901	2.114	2.846	1.800	2.846	2.000	3.000	1.333	1.000	2.750	-	-
CLIM57	Work Has Clear Purpose	3.600	3.234	3.308	2.818	3.385	3.250	4.000	1.500	1.000	3.000	-	-

Table 5 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY ETHNICITY

Question		Anglo		Hispanic		Native American		Black		Asian		Other	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.752	2.344	2.538	1.909	2.833	2.000	2.500	1.000	1.000	2.500	-	-
CLIM59	Cooperative Work Environment	3.098	2.858	3.000	1.909	2.846	3.000	4.000	2.500	1.000	4.000	-	-
CLIM60	Good Leadership Models	2.987	2.615	2.692	2.000	2.615	2.750	2.500	2.000	1.000	3.000	-	-
CLIM61	Free of Stress Environment	2.078	1.605	2.167	1.545	2.308	1.500	3.000	2.333	1.000	2.000	-	-
CLIM62	Job Function Important	3.395	3.177	3.231	2.800	3.077	2.500	4.000	2.333	2.000	3.000	-	-
CLIM63	Secure in Job Status	3.461	3.102	3.154	2.900	3.385	2.000	3.000	2.667	1.000	2.250	-	-
CLIM64	Goals Clearly Communicated	2.845	2.371	2.417	1.300	3.077	2.000	3.000	2.667	2.000	2.250	-	-
CLIM65	Strong Social Network	2.760	2.418	2.231	2.100	2.615	2.250	4.000	3.000	1.000	2.500	-	-
CLIM66	Communication Level Feels Good	2.691	2.380	2.333	1.667	2.923	2.500	3.000	2.667	2.000	2.750	-	-
CLIM Total Averages		3.032	2.625	2.827	2.202	2.934	2.481	3.231	1.964	1.231	2.827	-	-
Total Averages Across ALL PAS Items		2.792	2.178	2.668	1.623	2.780	2.518	1.769	1.599	2.183	2.252	-	-

Table 6

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.733	2.125	2.794	2.043	2.286	1.895	2.632	1.872	3.375	2.000
GEN15	Retain Most Competent Teachers	2.333	2.025	2.596	1.862	2.143	1.750	2.478	1.691	3.143	2.000
GEN16	Will Improve Instruction	2.786	2.250	2.860	2.007	2.571	1.952	2.765	1.744	3.250	2.500
GEN17	Student Progress Improved	2.714	2.079	2.740	1.915	2.429	1.714	2.662	1.716	3.143	2.333
GEN18	Encourage Teacher Cooperation	2.357	2.077	2.320	1.915	2.417	1.826	2.382	1.793	3.250	1.750
GEN19	Improve Teacher Morale	2.267	1.775	2.147	1.507	2.000	1.421	2.100	1.349	3.000	1.333
GEN20	Improve Perceived Professional Status	2.714	2.308	2.745	2.080	2.167	2.190	2.641	1.987	3.333	2.250
GEN21	Money Rewards Available	3.200	2.525	3.450	2.444	3.143	2.750	3.296	2.241	3.375	3.500
GEN22	Intrinsic Rewards Available	2.733	1.872	2.588	1.848	2.231	1.762	2.606	1.723	3.250	1.000
GEN23	Goals Clearly Communicated	2.600	2.000	2.600	2.169	2.923	2.000	2.826	2.427	3.000	2.750
GEN Total Averages		2.632	2.109	2.681	1.989	2.442	1.947	2.657	1.872	3.214	2.272
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.000	1.758	2.670	2.102	3.000	1.857	2.971	2.400	3.750	2.667
STF25	Administrators Well Trained	2.556	2.182	2.702	2.162	3.091	2.063	2.836	2.239	3.875	3.250
STF26	Peer Evaluators Well Trained	2.714	1.889	3.048	1.800	3.111	1.667	3.087	1.792	3.800	3.000
STF27	Adequate Teacher Skills Resources	2.231	1.912	2.360	1.697	2.545	2.050	2.701	1.974	3.286	2.00
STF Total Averages		2.283	2.004	2.616	1.965	2.938	1.936	2.850	2.189	3.667	2.667

Table 6 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.364	2.333	2.793	2.331	3.091	2.474	2.721	2.427	3.375	3.250
TEV29	Administrators Fairly Evaluate	2.600	2.207	2.805	2.072	3.083	2.333	3.031	2.518	3.500	3.250
TEV30	Consistent Evaluation Procedures	2.273	1.969	2.536	1.892	2.750	1.765	2.813	2.042	3.625	2.750
TEV31	Evaluation Time Sufficient	2.818	2.147	2.732	1.932	2.583	1.800	2.754	2.042	2.500	2.333
TEV32	Time Worth Benefits Gained	2.538	1.600	2.621	1.595	2.417	1.500	2.397	1.416	3.125	2.000
TEV33	Right Achievement Emphasis	2.417	2.069	2.763	2.133	3.000	2.313	2.526	2.154	2.375	2.333
TEV34	Student Outcomes Reflect Performance	2.083	1.828	2.587	1.842	2.667	1.824	2.483	1.689	2.833	1.500
	TEV Total Averages	2.606	2.059	2.648	1.990	2.548	2.062	2.670	2.025	3.042	2.714
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.000	1.714	2.540	1.571	2.250	-	2.279	1.462	3.250	-
PEV36	Well-Trained Evaluators	2.200	1.286	3.077	1.500	2.889	-	3.196	2.091	3.500	-
PEV37	Teachers Have Enough Selection Input	1.778	1.429	2.286	1.467	2.333	-	2.659	1.400	3.333	-
PEV38	Peer Evaluation Used Formatively	1.714	1.429	2.209	1.938	2.000	-	2.029	1.636	1.250	-
PEV39	Peer Evaluation Used Summatively	2.429	1.500	2.571	1.583	3.571	-	2.594	2.000	2.333	-
PEV40	Staff Cooperation Encouraged	2.100	1.167	2.621	1.652	2.333	1.000	2.432	1.250	2.750	-
	PEV Total Averages	2.092	1.424	2.625	1.663	2.508	1.000	2.520	1.706	2.575	-

Table 6 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.636	2.143	2.897	1.986	3.091	2.385	3.085	2.367	3.750	4.000
CLP42	Advancement Criteria Understood	2.917	2.026	2.701	2.008	3.182	1.947	2.868	2.256	3.375	2.750
CLP43	Can Stay at Same Level	2.818	2.143	2.800	2.248	3.000	2.308	3.032	2.230	3.500	1.000
CLP44	Challenging CLP Criteria	2.077	2.121	2.647	2.063	2.545	2.214	2.581	1.986	2.571	2.750
CLP45	Evaluation Material Standards	2.364	2.250	2.531	2.103	2.800	2.059	2.721	2.233	2.250	2.000
CLP46	Adequate Materials Assistance	2.091	1.871	2.458	1.774	3.000	2.056	2.708	1.987	2.625	2.000
CLP47	Outside Advancement Opportunities	2.667	2.069	2.900	2.355	2.667	2.333	2.967	2.095	3.750	3.667
CLP48	Teachers Involved in CLP Development	2.615	2.000	2.928	2.094	2.818	2.353	3.147	2.148	3.625	2.750
CLP49	Net Positive Benefits of Top Responsblts	2.167	2.071	2.534	1.863	2.333	2.154	2.600	1.803	3.400	2.000
CLP50	Clear Personnel Criteria	2.000	1.720	2.224	1.511	2.375	1.769	2.185	1.721	2.429	1.500
CLP51	Top Responsibilities Appropriate	2.833	2.296	2.732	2.258	2.818	2.538	2.831	2.182	3.429	3.667
CLP52	Enough Trained Personnel	2.154	1.970	2.663	1.702	2.500	1.706	2.677	1.944	3.125	1.333
CLP53	Teacher Input on Revisions	2.692	2.000	2.902	1.936	2.727	2.118	3.030	2.117	3.3625	3.000
	CLP Total Averages	2.600	2.034	2.644	1.977	2.710	1.980	2.803	2.059	3.173	2.727
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.200	2.974	3.240	2.826	3.250	3.000	3.302	3.035	3.500	2.000
CLIM55	Feel Successful in Job	3.333	2.974	3.450	3.162	3.667	3.263	3.532	3.176	3.500	4.000
CLIM56	Feel Rewarded in Job	2.733	2.289	2.869	1.993	2.833	2.118	2.935	2.141	3.250	2.500
CLIM57	Work Has Clear Purpose	3.400	3.111	3.530	3.153	3.692	3.333	3.587	3.253	3.750	4.000

Table 6 (Cont'd. - Page 4)

PAHSE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HIGHEST DEGREE EARNED TO DATE

Question		Bachelors		Bachelors +		Masters		Masters +		Doctorate	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.733	2.541	2.598	2.252	2.917	2.389	2.841	2.301	3.500	2.000
CLIM59	Cooperative Work Environment	2.667	2.973	2.949	2.740	3.308	2.765	3.242	2.897	3.500	3.000
CLIM60	Good Leadership Models	2.800	2.789	2.816	2.455	2.667	2.889	3.032	2.631	3.667	2.500
CLIM61	Free of Stress Environment	2.1336	1.895	2.020	1.469	2.250	1.737	2.190	1.663	2.500	2.000
CLIM62	Job Function Important	3.133	2.944	3.263	3.081	3.583	3.316	3.484	3.256	3.750	4.000
CLIM63	Secure in Job Status	3.400	2.889	3.465	3.055	3.417	3.263	3.387	3.070	3.250	3.500
CLIM64	Goals Clearly Communicated	2.600	2.400	2.667	2.216	3.077	2.316	2.937	2.500	3.500	2.000
CLIM65	Strong Social Network	2.400	2.667	2.556	2.262	2.692	2.500	2.952	2.547	3.000	3.000
CLIM66	Communication Level Feels Good	2.538	2.611	2.551	2.270	2.667	2.316	2.810	2.477	3.250	1.500
CLIM Total Averages		2.851	2.654	2.921	2.525	3.115	2.632	3.094	2.682	3.357	2.769
Total Averages Across ALL PAS Items		2.563	2.189	2.684	2.080	2.673	2.071	2.799	2.172	3.216	2.672

Table 7

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.519	1.839	2.568	1.733	2.696	2.208	2.727	2.769	2.889	2.295
GEN15	Retain Most Competent Teachers	2.327	1.682	2.447	1.600	2.304	2.120	2.273	2.357	2.797	2.129
GEN16	Will Improve Instruction	2.673	1.874	2.789	1.720	2.696	2.360	2.818	2.615	2.957	2.147
GEN17	Student Progress Improved	2.580	1.802	2.564	1.604	2.478	2.292	2.818	2.083	2.887	2.091
GEN18	Encourage Teacher Cooperation	2.060	1.759	1.974	1.604	2.625	2.217	2.091	2.214	2.754	2.297
GEN19	Improve Teacher Morale	2.040	1.488	2.026	1.323	2.000	1.750	2.000	1.846	2.343	1.594
GEN20	Improve Perceived Professional Status	2.551	1.977	2.361	1.830	2.750	2.478	2.455	2.583	2.892	2.381
GEN21	Money Rewards Available	3.212	2.089	3.450	2.290	3.480	2.875	3.273	2.769	3.338	2.831
GEN22	Intrinsic Rewards Available	2.408	1.742	2.564	1.699	2.478	2.000	2.455	1.846	2.794	1.925
GEN23	Goals Clearly Communicated	2.347	2.146	2.590	2.000	2.560	2.625	2.364	2.429	3.070	2.426
GEN Total Averages		2.483	1.875	2.515	1.761	2.665	2.279	2.522	2.370	2.869	2.206
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.150	1.924	2.556	2.011	2.583	2.409	2.700	2.308	3.352	2.391
STF25	Administrators Well Trained	2.675	2.176	2.687	2.192	2.318	2.333	2.778	2.455	3.087	2.167
STF26	Peer Evaluators Well Trained	2.742	1.889	3.136	1.647	3.000	2.000	2.875	2.000	3.255	2.000
STF27	Adequate Teacher Skills Resources	2.405	1.732	2.242	1.593	2.318	1.913	2.400	2.000	2.764	2.305
STF Total Averages		2.478	1.921	2.550	1.915	2.460	2.139	2.568	2.292	3.078	2.322

Table 7 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.368	2.247	2.765	2.250	2.640	2.545	2.900	2.750	3.029	2.585
TEV29	Administrators Fairly Evaluate	2.686	2.148	2.882	2.262	2.652	2.563	2.667	1.833	3.108	2.327
TEV30	Consistent Evaluation Procedures	2.243	1.831	2.667	1.880	2.182	2.000	2.500	2.091	3.087	2.169
TEV31	Evaluation Time Sufficient	2.382	1.812	2.645	1.899	2.417	2.053	3.000	2.200	2.913	2.233
TEV32	Time Worth Benefits Gained	2.488	1.456	2.371	1.488	2.375	1.722	2.222	1.636	2.754	1.644
TEV33	Right Achievement Emphasis	2.500	1.3741	2.828	1.987	2.500	2.737	2.375	2.417	2.672	2.500
TEV34	Student Outcomes Reflect Performance	2.219	1.507	2.667	1.714	2.550	1.857	2.500	2.400	2.578	2.091
TEV Total Averages		2.376	1.840	2.655	1.928	2.461	2.308	2.575	2.232	2.884	2.252
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.094	1.429	2.238	2.000	2.615	2.250	2.667	-	2.561	1.000
PEV36	Well-Trained Evaluators	2.600	1.450	3.050	2.000	3.286	2.200	3.000	-	3.200	1.500
PEV37	Teachers Have Enough Selection Input	2.000	1.368	2.105	1.200	2.538	1.600	2.500	-	2.643	2.500
PEV38	Peer Evaluation Used Formatively	2.143	1.550	2.059	1.600	1.818	2.250	2.000	-	1.949	2.500
PEV39	Peer Evaluation Used Summatively	2.550	1.556	2.375	2.250	2.750	1.750	2.750	-	2.750	2.500
PEV40	Staff Cooperation Encouraged	2.229	1.280	2.500	1.500	2.615	1.667	2.286	-	2.636	2.000
PEV Total Averages		2.326	1.392	2.417	1.817	2.668	1.750	2.412	-	2.657	2.222

Table 7 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.829	1.929	2.964	2.216	2.526	2.273	2.800	2.000	3.254	2.559
CLP42	Advancement Criteria Understood	2.692	2.042	2.848	2.034	2.520	2.364	2.727	1.909	3.029	2.175
CLP43	Can Stay at Same Level	2.588	1.938	2.867	2.130	2.737	2.368	2.500	2.333	3.227	2.711
CLP44	Challenging CLP Criteria	2.214	1.881	2.548	1.802	2.700	2.421	2.400	2.455	2.731	2.482
CLP45	Evaluation Material Standards	2.694	1.953	2.485	2.198	2.476	2.000	2.222	2.308	2.672	2.316
CLP46	Adequate Materials Assistance	2.444	1.906	2.516	1.790	2.333	2.000	2.300	1.583	2.768	1.984
CLP47	Outside Advancement Opportunities	2.657	2.044	2.484	2.149	3.333	2.350	2.800	2.667	3.108	2.509
CLP48	Teachers Involved in CLP Development	2.474	1.971	2.818	1.849	3.087	2.286	2.636	2.182	3.338	2.651
CLP49	Net Positive Benefits of Top Responsblts	2.286	1.606	2.206	1.819	2.706	1.941	2.364	2.333	2.810	2.250
CLP50	Clear Personnel Criteria	2.379	1.561	1.960	1.549	1.688	1.444	2.111	2.000	2.371	1.804
CLP51	Top Responsibilities Appropriate	2.588	2.127	2.643	2.217	2.778	2.389	2.667	2.625	2.984	2.500
CLP52	Enough Trained Personnel	2.357	1.859	2.452	1.914	2.500	1.500	2.545	1.444	2.882	1.814
CLP53	Teacher Input on Revisions	2.590	2.030	2.813	1.823	2.870	1.810	2.700	2.100	3.203	2.411
	CLP Total Averages	2.456	1.857	2.569	1.949	2.647	2.112	2.558	2.117	2.976	2.260
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.189	2.976	3.179	2.889	3.125	2.636	3.455	3.231	3.410	2.906
CLIM55	Feel Successful in Job	3.434	3.250	3.684	3.192	3.458	3.417	3.636	3.308	3.377	2.859
CLIM56	Feel Rewarded in Job	2.811	2.202	2.744	2.000	2.833	2.000	2.818	2.308	3.051	2.031
CLIM57	Work Has Clear Purpose	3.547	3.129	3.769	3.316	3.440	3.273	3.636	3.308	3.443	3.063

Table 7 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY HOURS OF INSERVICE RECEIVED TO DATE

Question		0 Hours		1-4 Hours		5-8 Hours		9-12 Hours		13+ Hours	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.774	2.390	2.694	2.278	2.417	2.435	2.727	2.000	2.803	2.250
CLIM59	Cooperative Work Environment	2.943	2.884	2.974	2.856	2.800	2.696	3.273	3.231	3.237	2.585
CLIM60	Good Leadership Models	2.712	2.698	2.947	2.594	2.583	2.217	3.000	3.000	3.102	2.446
CLIM61	Free of Stress Environment	2.250	1.753	2.000	1.624	1.792	1.875	2.364	1.385	2.148	1.375
CLIM62	Job Function Important	3.283	2.988	3.447	3.293	3.208	3.375	3.273	3.308	3.450	3.016
CLIM63	Secure in Job Status	3.385	3.012	3.500	3.155	3.292	3.250	3.545	3.000	3.426	2.938
CLIM64	Goals Clearly Communicated	2.830	2.529	2.658	2.242	2.600	2.542	2.818	2.231	2.918	2.172
CLIM65	Strong Social Network	2.566	2.588	2.342	2.459	2.680	2.348	3.000	2.154	2.951	2.219
CLIM66	Communication Level Feels Good	2.615	2.488	2.500	2.320	2.500	2.583	2.909	2.538	2.787	2.222
CLIM Total Averages		2.946	2.670	2.955	2.597	2.853	2.671	3.112	2.692	3.084	2.462
Total Averages Across ALL PAS Items		2.530	2.032	2.593	2.037	2.643	2.279	2.644	2.323	2.961	2.302

Table 8

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.714	2.154	2.710	2.205	2.826	1.921	2.409	1.820	2.727	1.750
GEN15	Retain Most Competent Teachers	2.500	1.981	2.586	2.022	2.559	1.819	2.295	1.569	2.636	1.586
GEN16	Will Improve Instruction	2.786	2.259	3.034	2.022	2.868	1.923	2.533	1.796	3.000	1.679
GEN17	Student Progress Improved	2.714	2.038	2.800	2.000	2.735	1.796	2.455	1.778	2.818	1.630
GEN18	Encourage Teacher Cooperation	2.310	2.196	2.300	1.864	2.456	1.860	2.068	1.736	2.600	1.667
GEN19	Improve Teacher Morale	2.321	1.741	2.138	1.467	2.167	1.426	1.814	1.407	2.273	1.357
GEN20	Improve Perceived Professional Status	2.720	2.302	2.963	2.140	2.636	2.094	2.390	1.981	2.818	1.778
GEN21	Money Rewards Available	3.179	2.725	3.700	2.596	3.314	2.349	3.267	2.226	3.364	2.154
GEN22	Intrinsic Rewards Available	2.519	2.039	2.621	1.864	2.701	1.698	2.333	1.745	2.727	1.793
GEN23	Goals Clearly Communicated	2.333	2.091	2.833	2.234	2.671	2.057	2.614	2.382	2.800	2.654
GEN Total Averages		2.641	2.154	2.752	2.063	2.684	1.912	2.428	1.873	2.766	1.783
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	2.190	1.977	2.862	2.167	2.672	2.030	2.791	2.191	3.222	2.450
STF25	Administrators Well Trained	2.526	2.317	2.708	2.184	2.667	1.977	2.762	2.364	3.143	2.261
STF26	Peer Evaluators Well Trained	2.812	2.050	3.118	1.684	3.000	1.719	3.067	1.923	3.500	1.889
STF27	Adequate Teacher Skills Resources	2.348	2.048	2.750	1.805	2.446	1.667	2.349	1.694	2.333	2.286
STF Total Averages		2.443	2.116	2.786	1.994	2.642	1.897	2.667	2.068	2.683	2.256

Table 8 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	2.500	2.500	2.750	2.415	2.857	2.184	2.581	2.451	3.222	2.560
TEV29	Administrators Fairly Evaluate	2.625	2.278	2.885	2.344	2.900	2.000	2.805	2.316	3.100	2.421
TEV30	Consistent Evaluation Procedures	2.647	2.163	2.577	2.027	2.651	1.767	2.415	1.907	2.889	2.000
TEV31	Evaluation Time Sufficient	2.722	2.205	2.720	2.050	2.609	1.744	2.725	2.220	3.556	1.952
TEV32	Time Worth Benefits Gained	2.682	1.778	2.808	1.550	2.565	1.463	2.200	1.469	2.700	1.391
TEV33	Right Achievement Emphasis	2.588	2.216	2.792	2.282	2.796	2.062	2.432	2.140	2.714	1.895
TEV34	Student Outcomes Reflect Performance	2.400	1.919	2.320	2.000	2.627	1.700	2.382	1.667	3.125	1.800
TEV Total Averages		2.643	2.158	2.630	2.100	2.688	1.886	2.500	2.017	2.885	1.987
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.500	2.000	2.333	1.400	2.478	1.636	2.250	1.417	2.250	1.500
PEV36	Well-Trained Evaluators	2.857	1.500	3.154	1.400	3.043	1.583	2.931	2.000	3.200	1.500
PEV37	Teachers Have Enough Selection Input	2.455	1.750	2.429	2.000	2.462	1.083	2.241	1.571	2.000	1.250
PEV38	Peer Evaluation Used Formatively	2.000	1.750	2.091	1.800	2.231	2.091	1.773	1.545	1.250	1.000
PEV39	Peer Evaluation Used Summatively	2.222	2.000	2.846	1.250	2.829	1.500	2.522	2.091	2.000	1.000
PEV40	Staff Cooperation Encouraged	2.647	1.250	2.500	1.833	2.681	1.563	2.000	1.308	2.400	1.000
PEV Total Averages		2.652	1.560	2.543	1.881	2.595	1.667	2.332	1.618	2.333	1.100

Table 8 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	2.824	2.308	2.958	2.192	2.944	2.000	2.875	2.323	3.125	2.000
CLP42	Advancement Criteria Understood	2.833	2.020	2.958	2.209	2.785	1.978	2.683	2.128	2.778	2.167
CLP43	Can Stay at Same Level	2.556	2.105	2.917	2.441	2.905	2.151	2.771	2.342	3.125	2.000
CLP44	Challenging CLP Criteria	2.333	2.286	2.630	2.114	2.695	1.906	2.375	2.106	2.778	1.818
CLP45	Evaluation Material Standards	2.556	2.333	2.920	2.175	2.438	1.955	2.694	2.348	2.714	2.050
CLP46	Adequate Materials Assistance	2.529	1.902	2.778	2.135	2.477	1.625	2.462	1.923	2.571	2.000
CLP47	Outside Advancement Opportunities	2.778	2.243	3.040	2.353	2.823	2.179	2.595	2.149	3.333	2.238
CLP48	Teachers Involved in CLP Development	2.619	2.133	3.000	2.341	2.955	1.989	2.810	1.980	3.556	2.240
CLP49	Net Positive Benefits of Top Responsblts	2.556	2.051	2.565	1.879	2.690	1.861	2.056	1.732	2.875	1.895
CLP50	Clear Personnel Criteria	2.353	1.517	2.250	1.767	2.192	1.442	2.033	1.683	2.375	1.941
CLP51	Top Responsibilities Appropriate	2.824	2.303	2.920	2.484	2.691	2.194	2.583	2.220	3.000	2.000
CLP52	Enough Trained Personnel	2.545	1.951	2.731	1.914	2.597	1.565	2.513	2.060	3.000	1.800
CLP53	Teacher Input on Revisions	2.789	2.027	3.000	2.243	2.862	1.943	2.725	1.837	3.375	2.056
CLP Total Averages		2.603	2.035	2.781	2.162	2.678	1.866	2.556	2.035	2.973	2.040
Organizational Climate Survey:											
CLIM54	Feel I Belong	3.286	2.981	3.258	2.894	3.200	2.760	3.295	3.000	3.455	3.038
CLIM55	Feel Successful in Job	3.464	3.113	3.484	3.250	3.391	2.934	3.591	3.302	3.636	3.593
CLIM56	Feel Rewarded in Job	3.036	2.423	2.871	2.239	2.826	1.895	2.744	1.885	3.273	2.296
CLIM57	Work Has Clear Purpose	3.714	3.212	3.452	3.170	3.500	3.097	3.600	3.132	3.545	3.593

Table 8 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY TOTAL YEARS IN THE TEACHING PROFESSION

Question		1-3 Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.821	2.453	2.552	2.413	2.739	2.069	2.705	2.340	2.818	2.680
CLIM59	Cooperative Work Environment	2.893	3.019	2.871	2.826	3.188	2.650	3.045	2.745	2.909	3.222
CLIM60	Good Leadership Models	2.929	2.830	2.833	2.913	2.956	2.231	2.705	2.717	3.182	2.615
CLIM61	Free of Stress Environment	2.286	1.852	2.067	1.617	2.114	1.495	1.907	1.426	2.000	1.926
CLIM62	Job Function Important	3.286	3.151	3.400	3.083	3.357	3.154	3.318	3.111	3.182	3.185
CLIM63	Secure in Job Status	3.429	2.887	3.387	3.104	3.414	3.077	3.524	2.941	3.455	3.444
CLIM64	Goals Clearly Communicated	2.857	2.442	2.800	2.313	2.771	2.163	2.733	2.296	2.727	2.741
CLIM65	Strong Social Network	2.679	2.736	2.533	2.417	2.800	2.214	2.600	2.308	2.636	2.815
CLIM66	Communication Level Feels Good	2.615	2.537	2.667	2.437	2.768	2.204	2.386	2.389	2.909	2.556
CLIM Total Averages		3.022	2.728	2.931	2.668	3.003	2.436	2.948	2.578	3.056	2.840
Total Averages Across ALL PAS Items		2.698	2.246	2.778	2.215	2.707	2.009	2.569	2.090	2.816	2.110

Table 9

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	3.025	2.261	2.393	1.831	2.727	2.489
GEN15	Retain Most Competent Teachers	2.863	1.955	2.195	1.673	2.364	2.400
GEN16	Will Improve Instruction	3.088	2.273	2.580	1.826	2.636	2.422
GEN17	Student Progress Improved	2.926	2.182	2.460	1.758	2.636	2.171
GEN18	Encourage Teacher Cooperation	2.728	2.174	1.886	1.739	2.727	2.476
GEN19	Improve Teacher Morale	2.380	1.476	1.816	1.429	2.400	1.711
GEN20	Improve Perceived Professional Status	3.120	2.353	2.298	1.977	2.200	2.537
GEN21	Money Rewards Available	3.550	3.125	3.165	2.172	3.364	3.156
GEN22	Intrinsic Rewards Available	2.872	1.957	2.267	1.716	2.818	2.133
GEN23	Goals Clearly Communicated	2.800	2.318	2.477	2.155	2.636	2.354
GEN Total Averages		2.930	2.263	2.356	1.839	2.748	2.367
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	2.951	2.227	2.389	2.049	2.700	2.250
STF25	Administrators Well Trained	2.795	2.227	2.667	2.203	2.111	1.975
STF26	Peer Evaluators Well Trained	3.264	2.000	2.820	1.790	2.700	2.143
STF27	Adequate Teacher Skills Resources	2.468	1.556	2.452	1.784	2.000	2.073
STF Total Averages		2.799	2.080	2.500	1.985	2.455	2.123
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	2.825	2.286	2.676	2.340	2.400	2.489
TEV29	Administrators Fairly Evaluate	3.065	2.200	2.636	2.218	2.778	2.130
TEV30	Consistent Evaluation Procedures	2.779	1.955	2.388	1.888	2.500	2.081
TEV31	Evaluation Time Sufficient	2.975	2.273	2.484	1.896	2.400	2.211
TEV32	Time Worth Benefits Gained	2.861	2.000	2.186	1.434	2.400	1.743
TEV33	Right Achievement Emphasis	3.000	2.636	2.255	1.962	2.375	2.439
TEV34	Student Outcomes Reflect Performance	2.816	2.250	2.169	1.667	2.333	2.050
TEV Total Averages		2.903	2.230	2.401	1.933	2.464	2.206
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.652	1.000	2.140	1.600	2.429	1.000
PEV36	Well-Trained Evaluators	3.208	1.000	2.816	1.655	2.875	2.000
PEV37	Teachers Have Enough Selection Input	2.587	1.000	2.047	1.393	2.714	2.500
PEV38	Peer Evaluation Used Formatively	1.884	2.000	2.286	1.700	1.667	2.000
PEV39	Peer Evaluation Used Summatively	2.786	3.000	2.500	1.731	2.500	1.000
PEV40	Staff Cooperation Encouraged	2.918	2.000	2.036	1.439	2.500	1.000
PEV Total Averages		2.716	1.400	2.327	1.609	2.554	1.750

Table 9 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY CAREER LADDER PLACEMENT

Question		Been Placed		Not Been Placed		Applied But Not Placed	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	3.108	2.400	2.726	2.092	2.200	2.412
CLP42	Advancement Criteria Understood	2.848	2.190	2.740	2.063	2.556	2.070
CLP43	Can Stay at Same Level	3.162	2.556	2.507	2.064	2.667	2.767
CLP44	Challenging CLP Criteria	2.934	2.435	2.143	1.855	2.750	2.706
CLP45	Evaluation Material Standards	2.533	2.136	2.697	2.135	2.625	2.209
CLP46	Adequate Materials Assistance	2.481	1.619	2.523	1.860	2.889	1.913
CLP47	Outside Advancement Opportunities	3.026	2.316	2.538	2.048	3.111	2.919
CLP48	Teachers Involved in CLP Development	3.241	2.571	2.577	1.936	2.778	2.511
CLP49	Net Positive Benefits of Top Responsblts.	2.794	2.375	2.164	1.733	2.857	2.343
CLP50	Clear Personnel Criteria	2.273	1.467	2.127	1.564	1.600	1.800
CLP51	Top Responsibilities Appropriate	2.958	2.550	2.426	2.137	3.125	2.708
CLP52	Enough Trained Personnel	2.846	1.545	2.411	1.813	2.300	1.902
CLP53	Teacher Input on Revisions	3.125	2.263	2.588	1.907	2.778	2.211
	CLP Total Averages	2.869	2.174	2.460	1.911	2.723	2.277
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.395	2.727	3.250	2.912	2.300	2.915
CLIM55	Feel Successful in Job	3.588	2.957	3.489	3.215	2.600	3.000
CLIM56	Feel Rewarded in Job	3.190	2.182	2.652	2.135	2.400	1.783
CLIM57	Work Has Clear Purpose	3.5810	3.043	3.598	3.201	2.800	3.239
CLIM58	Get Progress Feedback	2.782	2.217	2.696	2.400	2.222	1.913
CLIM59	Cooperative Work Environment	3.114	2.652	3.022	2.874	2.500	2.617
CLIM60	Good Leadership Models	3.038	2.391	2.802	2.631	2.111	2.348
CLIM61	Free of Stress Environment	2.062	1.500	2.111	1.677	1.800	1.261
CLIM62	Job Function Important	3.457	3.000	3.286	3.156	2.700	3.106
CLIM63	Secure in Job Status	3.556	3.091	3.411	3.047	2.800	3.106
CLIM64	Goals Clearly Communicated	2.753	2.318	2.791	2.373	2.600	2.021
CLIM65	Strong Social Network	2.728	2.130	2.670	2.495	2.200	2.170
CLIM66	Communication Level Feels Good	2.747	2.500	2.556	2.408	2.700	2.128
	CLIM Total Averages	3.078	2.511	2.945	2.633	2.452	2.433
	Total Across All PAS Items	2.888	2.225	2.515	2.061	2.640	2.282

Table 10

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:							
GEN14	Attracts High Quality People	3.000	2.507	2.016	1.527	3.045	2.527
GEN15	Retain Most Competent Teachers	2.813	2.324	1.721	1.396	2.954	2.357
GEN16	Will Improve Instruction	3.245	2.435	2.066	1.546	3.108	2.483
GEN17	Student Progress Improved	3.020	2.364	1.967	1.483	3.015	2.273
GEN18	Encourage Teacher Cooperation	2.413	2.246	1.623	1.477	2.776	2.582
GEN19	Improve Teacher Morale	2.277	1.823	1.492	1.244	2.477	1.754
GEN20	Improve Perceived Professional Status	2.935	2.552	1.898	1.707	3.167	2.667
GEN21	Money Rewards Available	3.604	2.727	2.922	1.942	3.621	3.304
GEN22	Intrinsic Rewards Available	2.822	2.076	1.918	1.516	2.969	2.263
GEN23	Goals Clearly Communicated	2.522	2.232	2.460	2.097	2.833	2.475
GEN Total Averages		2.865	2.330	2.024	1.614	2.983	2.458
Staff Development Training Concepts:							
STF24	Received Adequate Inservice	2.293	1.983	2.509	2.046	3.061	2.414
STF25	Administrators Well Trained	2.714	2.204	2.400	2.168	2.887	2.180
STF26	Peer Evaluators Well Trained	3.000	1.905	2.697	1.754	3.279	2.111
STF27	Adequate Teacher Skills Resources	2.442	2.083	2.373	1.667	2.453	1.959
STF Total Averages		2.563	2.057	2.421	1.929	2.856	2.247
Teacher Evaluation System Concepts:							
TEV28	Performance Levels Clearly Defined	2.730	2.557	2.600	2.199	2.862	2.554
TEV29	Administrators Fairly Evaluate	2.750	2.370	2.580	2.088	3.111	2.281
TEV30	Consistent Evaluation Procedures	2.514	2.094	2.240	1.806	2.857	2.118
TEV31	Evaluation Time Sufficient	2.684	2.123	2.532	1.732	2.846	2.400
TEV32	Time Worth Benefits Gained	2.763	1.964	1.788	1.269	2.969	1.851
TEV33	Right Achievement Emphasis	2.909	2.180	2.000	1.850	2.951	2.642
TEV34	Student Outcomes Reflect Performance	2.455	1.824	2.000	1.581	2.875	2.231
TEV Total Averages		2.726	2.215	2.221	1.773	2.920	2.336
Peer Evaluation Concepts:							
PEV35	Chosen for Top Qualifications	2.615	1.889	1.971	1.450	2.538	1.333
PEV36	Well-Trained Evaluators	3.038	2.000	2.676	1.474	3.190	2.000
PEV37	Teachers Have Enough Selection Input	2.609	1.714	1.903	1.263	2.462	2.000
PEV38	Peer Evaluation Used Formatively	2.286	2.125	2.040	1.450	1.800	2.000
PEV39	Peer Evaluation Used Summatively	2.450	2.000	2.480	1.706	2.800	1.500
PEV40	Staff Cooperation Encouraged	2.571	2.250	1.763	1.267	2.929	1.333
PEV Total Averages		2.633	2.047	2.157	1.444	2.681	1.733

Table 10 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY INTENTION TO APPLY FOR CLP

Question		Yes		No		DNA Already Applied	
		1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:							
CLP41	Fair Appeal Process	2.939	2.268	2.467	2.037	3.220	2.333
CLP42	Advancement Criteria Understood	2.711	2.266	2.667	1.969	2.908	2.151
CLP43	Can Stay at Same Level	2.667	2.400	2.480	1.944	3.220	2.711
CLP44	Challenging CLP Criteria	2.600	2.362	1.882	1.672	3.085	2.630
CLP45	Evaluation Material Standards	2.750	2.382	2.612	2.033	2.508	2.182
CLP46	Adequate Materials Assistance	2.639	2.018	2.449	1.783	2.500	1.857
CLP47	Outside Advancement Opportunities	2.853	2.320	2.388	1.942	3.129	2.776
CLP48	Teachers Involved in CLP Development	2.730	2.281	2.509	1.759	3.308	2.695
CLP49	Net Positive Benefits of Top Responsblts.	2.412	2.235	2.078	1.509	2.887	2.463
CLP50	Clear Personnel Criteria	2.385	1.512	2.000	1.556	2.250	1.800
CLP51	Top Responsibilities Appropriate	2.727	2.578	2.283	2.000	3.054	2.600
CLP52	Enough Trained Personnel	2.595	1.885	2.294	1.783	2.873	1.849
CLP53	Teacher Input on Revisions	2.649	2.039	2.510	1.825	3.246	2.426
	CLP Total Averages	2.646	2.199	2.351	1.786	2.934	2.326
Organizational Climate Survey:							
CLIM54	Feel I Belong	3.063	2.894	3.250	2.876	3.364	2.931
CLIM55	Feel Successful in Job	3.354	3.194	3.453	3.167	3.600	3.069
CLIM56	Feel Rewarded in Job	2.729	2.281	2.578	2.032	3.281	2.034
CLIM57	Work Has Clear Purpose	3.429	3.292	3.578	3.137	3.606	3.190
CLIM58	Get Progress Feedback	2.696	2.492	2.656	2.293	2.769	2.158
CLIM59	Cooperative Work Environment	2.918	2.754	2.969	2.922	3.172	2.644
CLIM60	Good Leadership Models	2.776	2.708	2.698	2.562	3.048	2.414
CLIM61	Free of Stress Environment	2.083	1.800	2.016	1.614	2.091	1.345
CLIM62	Job Function Important	3.167	3.194	3.333	3.090	3.394	3.138
CLIM63	Secure in Job Status	3.250	3.061	3.452	2.993	3.561	3.186
CLIM64	Goals Clearly Communicated	2.833	2.433	2.672	2.338	2.758	2.155
CLIM65	Strong Social Network	2.449	2.493	2.714	2.464	2.742	2.186
CLIM66	Communication Level Feels Good	2.625	2.574	2.532	2.325	2.703	2.293
	CLIM Total Averages	2.886	2.696	2.911	2.574	3.086	2.516
	Total Across All PAS Items	2.715	2.305	2.369	1.934	2.922	2.372

Table 11

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10 +		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	2.316	1.887	3.088	2.106	2.957	1.750	3.000	1.000	3.500	2.028	-	-
GEN15	Retain Most Competent Teachers	2.117	1.717	2.970	1.949	2.696	1.750	2.000	2.000	3.000	1.857	-	-
GEN16	Will Improve Instruction	2.481	1.865	3.147	2.080	3.087	1.200	3.000	1.000	3.000	2.000	-	-
GEN17	Student Progress Improved	2.368	1.758	3.029	1.979	2.957	1.400	2.500	2.000	2.333	1.919	-	-
GEN18	Encourage Teacher Cooperation	1.896	1.699	2.638	2.102	2.950	2.000	2.000	1.000	3.000	1.943	-	-
GEN19	Improve Teacher Morale	1.747	1.456	2.433	1.505	2.500	1.400	3.000	2.000	1.333	1.500	-	-
GEN20	Improve Perceived Professional Status	2.307	1.956	3.066	2.231	3.000	2.750	2.500	1.000	3.000	2.118	-	-
GEN21	Money Rewards Available	3.099	2.250	3.612	2.616	3.348	3.250	4.000	2.000	3.667	2.472	-	-
GEN22	Intrinsic Rewards Available	2.237	1.724	2.908	1.961	2.955	1.600	3.000	1.000	3.000	1.694	-	-
GEN23	Goals Clearly Communicated	2.405	2.116	2.754	2.218	3.043	2.000	3.500	2.000	2.000	2.472	-	-
GEN Total Averages		2.305	1.869	2.958	2.081	2.932	1.800	2.600	1.500	2.675	1.997	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	2.369	1.947	2.955	2.263	2.955	1.800	4.000	2.000	2.500	2.207	-	-
STF25	Administrators Well Trained	2.627	2.176	2.806	2.126	2.905	1.800	4.000	1.000	1.333	2.321	-	-
STF26	Peer Evaluators Well Trained	2.744	1.755	3.227	1.903	3.421	-	3.000	1.000	1.000	1.917	-	-
STF27	Adequate Teacher Skills Resources	2.435	1.778	2.409	1.854	2.609	2.200	4.000	1.000	1.667	1.710	-	-
STF Total Averages		2.497	1.916	2.770	2.124	2.895	1.933	3.500	1.250	1.500	2.071	-	-

Table 11 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.683	2.252	2.797	2.423	2.913	2.200	3.000	2.000	2.667	2.633	-	-
TEV29	Administrators Fairly Evaluate	2.707	2.089	3.032	2.257	3.100	2.000	3.000	2.000	1.000	2.565	-	-
TEV30	Consistent Evaluation Procedures	2.441	1.845	2.683	1.911	2.913	2.200	3.500	1.000	1.333	2.258	-	-
TEV31	Evaluation Time Sufficient	2.474	1.769	3.046	2.092	2.739	3.250	2.000	1.000	1.667	2.188	-	-
TEV32	Time Worth Benefits Gained	2.098	1.475	3.015	1.570	2.429	1.667	3.000	1.000	2.333	1.625	-	-
TEV33	Right Achievement Emphasis	2.245	1.847	3.067	2.371	2.368	2.750	2.500	2.000	3.500	2.087	-	-
TEV34	Student Outcomes Reflect Performance	2.115	1.618	2.841	2.035	2.500	2.333	3.500	1.000	2.000	1.594	-	-
TEV Total Averages		2.364	1.905	2.938	2.105	2.820	2.150	3.029	1.429	1.960	2.080	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.068	1.583	2.568	1.167	2.941	-	3.000	2.000	1.000	2.000	-	-
PEV36	Well-Trained Evaluators	2.767	1.720	3.205	1.000	3.158	-	3.000	2.000	2.000	2.000	-	-
PEV37	Teachers Have Enough Selection Input	1.946	1.545	2.474	1.000	2.842	-	-	1.000	-	1.667	-	-
PEV38	Peer Evaluation Used Formatively	2.187	1.640	1.941	1.800	2.000	-	1.000	2.000	2.000	2.333	-	-
PEV39	Peer Evaluation Used Summatively	2.387	1.750	2.848	1.800	2.813	-	4.000	1.000	2.000	1.667	-	-
PEV40	Staff Cooperation Encouraged	1.937	1.455	2.976	1.000	2.778	-	2.000	1.000	2.000	2.000	-	-
PEV Total Averages		2.246	1.689	2.730	1.250	2.820	-	2.600	1.500	1.800	1.708	-	-

Table 11 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	2.685	2.056	3.145	2.264	3.000	3.000	-	1.000	3.000	2.000	-	-
CLP42	Advancement Criteria Understood	2.698	2.043	2.788	2.043	3.000	2.200	3.500	1.000	2.000	2.242	-	-
CLP43	Can Stay at Same Level	2.586	2.000	3.033	2.470	3.118	2.250	2.000	2.000	2.667	2.429	-	-
CLP44	Challenging CLP Criteria	2.115	1.873	2.968	2.193	2.818	2.250	-	2.000	2.333	2.032	-	-
CLP45	Evaluation Material Standards	2.724	2.144	2.459	2.140	2.789	1.600	3.000	1.000	1.667	2.286	-	-
CLP46	Adequate Materials Assistance	2.431	1.811	2.476	1.913	2.909	1.600	4.000	1.000	1.667	1.786	-	-
CLP47	Outside Advancement Opportunities	2.509	2.061	3.066	2.388	2.800	1.500	4.000	2.000	2.333	2.357	-	-
CLP48	Teachers Involved in CLP Development	2.524	1.922	3.349	2.276	2.864	2.750	3.500	1.000	2.000	2.000	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.085	1.713	2.855	2.160	2.722	2.250	3.000	1.000	2.000	1.704	-	-
CLP50	Clear Personnel Criteria	2.000	1.544	2.389	1.630	2.286	2.500	4.000	2.000	1.333	1.458	-	-
CLP51	Top Responsibilities Appropriate	2.444	2.108	2.915	2.389	2.944	2.750	3.000	1.000	2.667	2.227	-	-
CLP52	Enough Trained Personnel	2.516	1.802	2.778	1.822	2.636	2.200	2.500	1.000	1.667	1.710	-	-
CLP53	Teacher Input on Revisions	2.633	1.876	3.123	2.084	2.864	2.250	4.000	1.000	2.000	2.100	-	-
	CLP Total Averages	2.441	1.888	2.856	2.110	2.845	2.123	3.500	1.308	2.023	2.030	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.185	2.896	3.464	2.920	2.773	2.600	3.000	2.000	3.333	2.861	-	-
CLIM55	Feel Successful in Job	3.481	3.248	3.603	3.029	3.227	3.000	3.000	1.000	3.000	3.222	-	-
CLIM56	Feel Rewarded in Job	2.654	2.128	3.269	2.098	2.682	1.400	3.000	1.000	2.000	2.057	-	-
CLIM57	Work Has Clear Purpose	3.580	3.241	3.667	3.129	3.304	2.600	2.000	2.000	3.000	3.306	-	-

Table 11 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF FORMAL AND INFORMAL OBSERVATIONS RECEIVED

Question		0		1-3		4-6		7-9		10+		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.679	2.374	2.879	2.190	2.591	2.200	3.000	1.000	1.333	2.429	-	-
CLIM59	Cooperative Work Environment	3.037	2.852	3.075	2.851	2.696	2.000	4.000	4.000	3.333	2.778	-	-
CLIM60	Good Leadership Models	2.763	2.594	2.985	2.569	2.783	2.400	-	4.000	2.333	2.543	-	-
CLIM61	Free of Stress Environment	2.139	1.801	2.101	1.431	2.000	1.000	2.000	4.000	1.333	1.459	-	-
CLIM62	Job Function Important	3.200	3.207	3.594	3.058	2.864	2.800	2.000	4.000	3.333	3.278	-	-
CLIM63	Secure in Job Status	3.462	3.128	3.507	3.000	3.182	2.600	4.000	3.000	3.667	3.056	-	-
CLIM64	Goals Clearly Communicated	2.725	2.373	2.725	2.284	2.957	2.200	4.000	4.000	2.333	2.243	-	-
CLIM65	Strong Social Network	2.637	2.433	2.725	2.410	2.522	2.000	2.000	4.000	2.667	2.405	-	-
CLIM66	Communication Level Feels Good	2.544	2.437	2.806	2.408	2.545	1.800	3.000	3.000	2.333	2.194	-	-
CLIM Total Averages		2.926	2.634	3.109	2.566	2.809	2.200	2.917	2.846	2.615	2.602	-	-
Total Averages Across ALL PAS Items		2.479	2.036	2.897	2.195	2.849	2.041	3.114	1.639	2.150	2.171	-	-

Table 12

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	3.029	2.081	3.125	2.200	2.000	1.820	2.857	1.000	2.760	2.000	-	-
GEN15	Retain Most Competent Teachers	2.848	1.948	2.875	2.000	1.750	1.714	2.643	1.333	2.680	1.870	-	-
GEN16	Will Improve Instruction	2.909	2.013	3.250	2.400	2.125	1.908	2.786	1.000	3.077	1.650	-	-
GEN17	Student Progress Improved	2.771	1.933	3.094	2.500	1.556	1.774	3.000	1.333	2.960	1.667	-	-
GEN18	Encourage Teacher Cooperation	2.444	1.878	2.710	2.600	1.625	1.921	2.692	1.333	2.640	1.850	-	-
GEN19	Improve Teacher Morale	2.455	1.584	2.581	1.800	1.444	1.283	2.308	1.333	2.167	1.550	-	-
GEN20	Improve Perceived Professional Status	3.000	2.236	3.000	2.400	1.778	2.000	2.833	1.000	2.880	1.905	-	-
GEN21	Money Rewards Available	3.529	2.700	3.516	3.000	3.444	2.233	3.429	2.333	3.280	2.217	-	-
GEN22	Intrinsic Rewards Available	2.906	2.051	2.935	2.400	1.875	1.750	2.833	1.000	2.625	1.545	-	-
GEN23	Goals Clearly Communicated	2.972	2.128	2.600	2.400	2.444	1.984	2.231	2.000	3.077	2.318	-	-
GEN Total Averages		2.857	2.089	2.963	2.349	1.988	1.843	2.743	1.367	2.828	1.877	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.000	2.173	2.935	2.250	2.286	1.968	2.462	2.000	3.120	2.000	-	-
STF25	Administrators Well Trained	2.939	2.141	2.815	3.000	2.000	2.019	2.692	2.000	2.840	2.211	-	-
STF26	Peer Evaluators Well Trained	3.133	1.786	3.129	2.750	2.500	1.500	3.231	1.000	3.278	1.909	-	-
STF27	Adequate Teacher Skills Resources	2.647	1.765	2.267	2.000	2.000	1.915	2.077	1.333	3.038	1.850	-	-
STF Total Averages		2.826	2.024	2.789	2.500	2.042	1.969	2.615	1.667	3.038	2.036	-	-

Table 12 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	2.853	2.411	2.774	3.250	2.444	2.197	2.714	2.333	3.040	2.273	-	-
TEV29	Administrators Fairly Evaluate	3.188	2.213	2.969	2.750	2.125	2.154	2.538	2.500	3.300	2.176	-	-
TEV30	Consistent Evaluation Procedures	2.833	1.851	2.710	2.750	2.125	1.891	2.538	1.000	3.042	1.800	-	-
TEV31	Evaluation Time Sufficient	3.188	2.186	2.600	1.750	2.125	1.923	2.643	1.000	2.958	1.600	-	-
TEV32	Time Worth Benefits Gained	2.879	1.778	2.867	2.000	1.875	1.351	2.769	1.000	2.818	1.400	-	-
TEV33	Right Achievement Emphasis	2.871	2.324	2.889	2.250	1.500	2.264	3.000	2.333	2.545	2.118	-	-
TEV34	Student Outcomes Reflect Performance	2.781	2.000	2.964	2.333	2.143	1.825	2.571	1.000	2.571	1.529	-	-
TEV Total Averages		2.926	2.155	2.809	2.217	2.138	1.933	2.682	1.600	2.900	1.850	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	3.143	1.600	2.571	3.000	2.000	1.333	2.667	2.000	2.526	1.667	-	-
PEV36	Well-Trained Evaluators	3.250	1.500	3.194	3.000	1.000	1.750	2.846	2.000	3.368	1.000	-	-
PEV37	Teachers Have Enough Selection Input	3.125	1.111	2.483	1.500	1.000	1.500	2.154	1.000	2.833	1.250	-	-
PEV38	Peer Evaluation Used Formatively	3.429	1.700	1.692	3.000	1.000	2.333	1.909	2.000	1.800	1.000	-	-
PEV39	Peer Evaluation Used Summatively	3.000	1.600	2.593	3.000	2.000	1.500	3.308	1.000	2.600	1.500	-	-
PEV40	Staff Cooperation Encouraged	3.000	1.273	2.806	2.000	1.000	1.333	2.846	1.000	2.389	1.000	-	-
PEV Total Averages		3.131	1.544	2.626	1.917	1.333	1.933	2.679	1.500	2.659	1.167	-	-

Table 12 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		10+	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	3.103	2.265	3.222	2.333	2.143	2.345	3.000	2.000	3.130	2.182	-	-
CLP42	Advancement Criteria Understood	3.061	2.057	2.767	2.600	2.222	2.035	2.571	1.667	2.960	2.048	-	-
CLP43	Can Stay at Same Level	3.100	2.158	2.962	3.000	2.444	2.512	2.545	2.000	3.000	2.000	-	-
CLP44	Challenging CLP Criteria	3.161	2.172	2.767	3.000	2.000	2.000	2.500	1.333	2.727	2.048	-	-
CLP45	Evaluation Material Standards	2.774	2.229	2.536	3.500	2.375	2.055	2.538	1.333	2.727	1.952	-	-
CLP46	Adequate Materials Assistance	2.727	1.942	2.548	2.333	2.333	1.875	2.462	1.333	2.783	1.682	-	-
CLP47	Outside Advancement Opportunities	3.030	2.312	3.111	3.250	2.333	2.347	2.667	1.333	2.875	2.333	-	-
CLP48	Teachers Involved in CLP Development	3.636	2.286	2.933	2.400	2.500	2.164	2.786	1.000	3.130	2.050	-	-
CLP49	Net Positive Benefits of Top Responsblts	3.120	2.000	2.667	2.250	2.000	1.939	2.700	1.000	2.417	2.000	-	-
CLP50	Clear Personnel Criteria	2.704	1.611	2.333	2.000	1.333	1.553	2.636	2.000	2.167	1.687	-	-
CLP51	Top Responsibilities Appropriate	3.143	2.458	2.893	3.000	2.000	2.209	2.727	1.000	2.909	2.200	-	-
CLP52	Enough Trained Personnel	2.906	1.806	2.500	2.250	2.333	1.778	2.846	1.333	2.870	1.850	-	-
CLP53	Teacher Input on Revisions	3.250	2.077	2.900	2.600	2.556	1.887	3.000	2.000	3.240	2.105	-	-
CLP Total Averages		3.017	2.119	2.777	2.677	2.228	1.969	2.705	1.494	2.856	1.982	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.543	2.792	3.094	3.000	3.444	2.891	3.000	3.333	3.462	3.000	-	-
CLIM55	Feel Successful in Job	3.629	3.038	3.469	3.800	3.333	3.141	3.077	3.000	3.615	3.391	-	-
CLIM56	Feel Rewarded in Job	3.200	2.000	3.100	2.200	3.111	1.984	2.385	2.000	3.308	2.391	-	-
CLIM57	Work Has Clear Purpose	3.629	3.237	3.500	4.000	3.333	3.219	3.000	3.333	3.808	3.364	-	-

Table 12 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY EVALUATOR

Question		Only Building Administrator		Building Admin. & Peers		Building & Central Administrator Only		Building, Central & Peers		Other Combo		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	2.743	2.224	2.833	2.400	2.889	2.175	2.250	2.333	2.962	2.409	-	-
CLIM59	Cooperative Work Environment	3.143	2.750	2.967	3.400	3.222	2.750	2.643	4.000	3.192	2.773	-	-
CLIM60	Good Leadership Models	3.171	2.468	2.893	2.600	2.667	2.531	2.643	3.667	2.885	2.565	-	-
CLIM61	Free of Stress Environment	2.143	1.525	2.290	1.800	2.333	1.317	1.615	2.667	2.077	2.000	-	-
CLIM62	Job Function Important	3.543	3.177	3.323	3.000	3.444	3.141	2.769	4.000	3.462	3.318	-	-
CLIM63	Secure in Job Status	3.429	3.127	3.344	2.800	3.375	3.127	2.846	3.667	3.692	3.227	-	-
CLIM64	Goals Clearly Communicated	2.943	2.291	2.875	2.600	2.444	2.226	2.571	3.667	2.808	2.455	-	-
CLIM65	Strong Social Network	2.914	2.351	2.484	2.400	3.111	2.290	2.357	3.667	2.846	2.818	-	-
CLIM66	Communication Level Feels Good	2.914	2.282	2.767	2.600	2.889	2.349	2.538	3.333	2.720	2.727	-	-
CLIM Total Averages		3.149	2.518	2.994	2.815	3.044	2.554	2.654	3.282	3.143	2.757	-	-
Total Averages Across ALL PAS Items		2.954	2.160	2.824	2.457	2.295	2.052	2.680	1.873	2.914	2.083	-	-

190

Table 13

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:											
GEN14	Attracts High Quality People	2.727	2.400	3.375	2.500	3.200	2.333	1.000	3.000	4.000	2.500
GEN15	Retain Most Competent Teachers	2.700	2.250	2.857	2.500	2.800	2.500	1.000	2.000	4.000	2.500
GEN16	Will Improve Instruction	2.700	2.000	3.250	2.667	2.800	2.429	1.000	1.000	4.000	2.500
GEN17	Student Progress Improved	2.700	2.000	3.000	2.667	2.800	2.143	1.000	2.000	4.000	2.500
GEN18	Encourage Teacher Cooperation	2.818	2.000	3.125	3.000	2.333	1.833	1.500	2.000	3.000	2.250
GEN19	Improve Teacher Morale	2.455	1.500	2.429	2.500	2.400	2.000	1.000	1.000	4.000	2.250
GEN20	Improve Perceived Professional Status	3.000	2.250	2.625	2.333	3.000	2.571	1.500	-	4.000	2.333
GEN21	Money Rewards Available	3.583	2.667	3.250	3.333	3.000	2.500	3.000	3.000	4.000	4.000
GEN22	Intrinsic Rewards Available	2.909	1.600	2.875	2.500	3.000	2.000	1.000	1.000	3.000	2.500
GEN23	Goals Clearly Communicated	2.909	1.750	3.286	2.667	3.600	2.857	2.000	2.000	3.000	2.250
GEN Total Averages		2.905	2.234	3.007	2.733	2.895	2.410	1.400	1.889	3.700	2.586
Staff Development Training Concepts:											
STF24	Received Adequate Inservice	3.250	2.500	3.429	4.000	3.600	2.857	4.000	3.000	4.000	2.000
STF25	Administrators Well Trained	3.333	3.000	3.714	3.667	3.600	2.857	2.500	3.000	3.000	2.750
STF26	Peer Evaluators Well Trained	3.143	2.000	3.333	-	3.500	1.667	4.000	-	-	3.000
STF27	Adequate Teacher Skills Resources	2.727	1.667	3.000	3.000	3.000	2.857	2.000	2.000	4.000	2.250
STF Total Averages		3.118	2.479	3.333	3.556	3.450	2.821	2.875	2.667	3.667	2.333

Table 13 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		3-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:											
TEV28	Performance Levels Clearly Defined	3.000	3.000	2.857	3.000	3.000	3.000	2.000	3.000	4.000	3.000
TEV29	Administrators Fairly Evaluate	3.083	3.333	3.500	4.000	4.000	2.600	2.000	4.000	3.000	2.750
TEV30	Consistent Evaluation Procedures	3.000	2.333	3.250	3.000	3.750	3.000	2.000	2.000	3.000	3.000
TEV31	Evaluation Time Sufficient	2.455	2.333	2.857	2.667	3.000	2.143	2.500	1.000	3.000	2.500
TEV32	Time Worth Benefits Gained	2.727	1.667	2.250	2.000	2.750	1.667	1.500	2.000	4.000	2.500
TEV33	Right Achievement Emphasis	2.667	2.500	2.429	-	2.667	2.500	1.000	2.000	2.000	3.000
TEV34	Student Outcomes Reflect Performance	2.778	2.000	2.667	-	2.250	2.571	1.000	1.000	3.000	2.000
TEV Total Averages		2.790	2.407	2.798	3.017	2.964	2.559	1.714	2.143	3.143	2.679
Peer Evaluation Concepts:											
PEV35	Chosen for Top Qualifications	2.667	1.500	2.600	-	2.500	1.500	2.000	-	-	-
PEV36	Well-Trained Evaluators	3.000	1.000	3.000	-	4.000	1.500	3.000	-	-	-
PEV37	Teachers Have Enough Selection Input	2.667	1.000	2.600	-	3.000	1.000	2.000	-	-	-
PEV38	Peer Evaluation Used Formatively	2.000	1.500	2.000	4.000	3.000	1.500	1.000	-	-	-
PEV39	Peer Evaluation Used Summatively	2.750	2.000	2.500	1.000	1.500	1.000	-	-	-	-
PEV40	Staff Cooperation Encouraged	3.000	1.333	2.400	4.000	3.000	1.000	-	-	-	-
PEV Total Averages		2.717	1.322	2.510	3.000	2.833	1.250	2.000	-	-	-

Table 13 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:											
CLP41	Fair Appeal Process	3.083	2.500	3.500	2.500	4.000	2.667	2.000	2.000	4.000	3.333
CLP42	Advancement Criteria Understood	2.917	2.500	3.000	2.500	3.000	2.857	2.000	3.000	4.000	2.667
CLP43	Can Stay at Same Level	3.300	2.000	3.571	3.000	4.000	2.600	2.000	3.000	3.000	3.333
CLP44	Challenging CLP Criteria	2.600	2.750	2.250	3.000	3.400	2.857	1.000	2.000	3.000	2.250
CLP45	Evaluation Material Standards	2.600	2.250	2.000	3.500	2.500	2.429	1.500	2.000	4.000	2.750
CLP46	Adequate Materials Assistance	2.583	1.667	2.714	3.000	2.750	2.714	1.500	3.000	4.000	2.500
CLP47	Outside Advancement Opportunities	3.455	3.000	3.667	4.000	3.333	2.714	2.000	3.000	4.000	2.750
CLP48	Teachers Involved in CLP Development	3.333	2.200	3.714	3.667	3.500	2.429	2.000	2.000	4.000	2.750
CLP49	Net Positive Benefits of Top Responsblts	3.000	2.333	3.000	2.333	2.750	2.333	1.000	2.000	3.000	3.000
CLP50	Clear Personnel Criteria	1.818	2.000	2.500	2.000	2.750	2.000	1.000	3.000	3.000	2.333
CLP51	Top Responsibilities Appropriate	3.300	2.667	3.333	3.500	3.667	2.400	2.000	2.000	3.000	3.333
CLP52	Enough Trained Personnel	2.636	1.333	2.571	1.000	4.000	2.000	2.000	2.000	4.000	3.000
CLP53	Teacher Input on Revisions	3.364	2.500	3.429	4.000	3.750	2.571	2.000	3.000	4.000	2.750
	CLP Total Averages	2.950	2.217	2.900	3.102	3.321	2.540	1.750	2.462	3.615	2.887
Organizational Climate Survey:											
CLIM54	Feel I Belong	2.833	2.250	3.250	4.000	3.500	3.143	4.000	3.000	4.000	3.500
CLIM55	Feel Successful in Job	3.167	3.250	3.500	4.000	3.500	3.286	4.000	2.000	4.000	3.750
CLIM56	Feel Rewarded in Job	2.833	1.333	3.000	3.000	3.500	2.571	4.000	2.000	4.000	2.500
CLIM57	Work Has Clear Purpose	3.167	2.667	3.500	4.000	4.000	3.429	4.000	2.000	4.000	3.000

Table 13 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION ASSESSMENT SCALE SURVEY, 1988 AND 1989: BY NUMBER OF YEARS AS ADMINISTRATOR

Question		3 or Less Years		4-7 Years		8-15 Years		16-25 Years		Over 25 Years	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)											
CLIM58	Get Progress Feedback	2.500	1.333	3.000	3.000	3.000	2.429	4.000	3.000	4.000	2.750
CLIM59	Cooperative Work Environment	3.000	2.667	3.250	3.000	4.000	3.286	4.000	2.000	4.000	3.000
CLIM60	Good Leadership Models	2.600	2.250	2.750	3.000	4.000	3.429	1.000	2.000	4.000	3.000
CLIM61	Free of Stress Environment	2.000	2.000	2.750	1.000	3.000	2.857	4.000	1.000	4.000	1.500
CLIM62	Job Function Important	3.333	2.667	3.667	4.000	4.000	3.571	4.000	1.000	4.000	3.250
CLIM63	Secure in Job Status	3.167	2.500	2.500	4.000	4.000	3.429	4.000	1.000	4.000	3.500
CLIM64	Goals Clearly Communicated	2.500	2.333	2.750	4.000	4.000	3.286	1.000	2.000	4.000	2.750
CLIM65	Strong Social Network	2.667	2.000	2.750	3.000	4.000	2.667	4.000	1.000	3.000	2.750
CLIM66	Communication Level Feels Good	2.500	2.000	3.000	3.000	3.500	2.714	4.000	1.000	3.000	2.750
CLIM Total Averages		2.790	2.099	3.034	3.308	3.692	3.089	3.538	1.769	3.846	2.923
Total Averages Across ALL PAS Items		2.914	2.283	2.996	3.108	3.239	2.666	2.102	2.186	3.594	2.682

Table 14

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
General Career Ladder Concepts:													
GEN14	Attracts High Quality People	3.045	3.200	3.000	4.000	2.500	-	2.500	1.000	-	2.500	-	-
GEN15	Retain Most Competent Teachers	2.762	3.200	3.000	4.000	2.500	-	2.500	2.000	-	2.500	-	-
GEN16	Will Improve Instruction	2.909	3.000	2.500	3.500	2.500	-	2.500	1.000	-	2.500	-	-
GEN17	Student Progress Improved	2.857	3.000	2.333	3.000	2.500	-	2.500	2.000	-	2.500	-	-
GEN18	Encourage Teacher Cooperation	2.800	2.833	2.333	2.000	2.500	-	2.500	1.000	-	2.250	-	-
GEN19	Improve Teacher Morale	2.476	2.200	1.667	2.000	2.000	-	2.000	2.000	-	2.250	-	-
GEN20	Improve Perceived Professional Status	2.789	3.250	3.000	3.000	2.500	-	2.500	1.000	-	2.333	-	-
GEN21	Money Rewards Available	3.261	3.500	3.667	4.000	4.000	-	4.000	2.000	-	4.000	-	-
GEN22	Intrinsic Rewards Available	2.810	2.167	3.000	-	2.500	-	2.500	1.000	-	2.500	-	-
GEN23	Goals Clearly Communicated	3.143	2.500	2.667	3.500	2.000	-	2.000	2.000	-	2.250	-	-
GEN Total Averages		2.910	2.772	2.717	3.250	2.550	-	2.550	1.500	-	2.586	-	-
Staff Development Training Concepts:													
STF24	Received Adequate Inservice	3.522	3.286	2.333	3.000	4.000	-	4.000	2.000	-	2.000	-	-
STF25	Administrators Well Trained	3.435	3.667	2.500	3.500	2.500	-	2.500	1.000	-	2.750	-	-
STF26	Peer Evaluators Well Trained	3.357	-	3.000	-	4.000	-	4.000	1.000	-	3.000	-	-
STF27	Adequate Teacher Skills Resources	3.000	2.800	2.333	2.500	1.500	-	1.500	1.000	-	2.250	-	-
STF Total Averages		3.348	3.238	2.389	3.000	2.750	-	2.750	1.250	-	2.333	-	-

Table 14 (Cont'd. - Page 2)

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Teacher Evaluation System Concepts:													
TEV28	Performance Levels Clearly Defined	3.182	3.429	1.667	3.000	2.000	-	2.000	2.000	-	3.000	-	-
TEV29	Administrators Fairly Evaluate	3.300	4.000	3.000	4.000	2.500	-	2.500	2.000	-	2.750	-	-
TEV30	Consistent Evaluation Procedures	3.227	3.600	2.500	3.500	2.500	-	2.500	1.000	-	3.000	-	-
TEV31	Evaluation Time Sufficient	2.591	3.000	2.500	2.000	3.500	-	3.500	1.000	-	2.500	-	-
TEV32	Time Worth Benefits Gained	2.667	2.600	1.667	-	2.500	-	2.500	1.000	-	2.500	-	-
TEV33	Right Achievement Emphasis	2.550	3.250	1.667	4.000	2.500	-	2.500	2.000	-	3.000	-	-
TEV34	Student Outcomes Reflect Performance	2.556	2.250	2.500	4.000	2.000	-	2.000	1.000	-	2.000	-	-
	TEV Total Averages	2.876	3.162	2.036	3.225	2.500	-	2.500	1.429	-	2.679	-	-
Peer Evaluation Concepts:													
PEV35	Chosen for Top Qualifications	2.833	-	2.000	-	4.000	-	4.000	2.000	-	-	-	-
PEV36	Well-Trained Evaluators	3.250	-	3.000	-	4.000	-	4.000	2.000	-	-	-	-
PEV37	Teachers Have Enough Selection Input	2.923	-	2.000	-	3.000	-	3.000	1.000	-	-	-	-
PEV38	Peer Evaluation Used Formatively	2.000	4.000	2.000	-	1.000	-	1.000	2.000	-	-	-	-
PEV39	Peer Evaluation Used Summatively	2.125	1.000	3.000	-	4.000	-	4.000	1.000	-	-	-	-
PEV40	Staff Cooperation Encouraged	2.917	4.000	2.500	-	4.000	-	4.000	1.000	-	-	-	-
	PEV Total Averages	2.701	3.000	2.417	-	3.333	-	3.333	1.500	-	-	-	-

Table 14 (Cont'd. - Page 3)

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Career Ladder Placement Concepts:													
CLP41	Fair Appeal Process	3.591	3.400	2.000	4.000	2.500	-	2.500	1.000	-	3.333	-	-
CLP42	Advancement Criteria Understood	3.000	2.833	2.667	2.500	2.000	-	2.000	1.000	-	2.667	-	-
CLP43	Can Stay at Same Level	3.333	3.333	3.333	-	2.500	-	2.500	2.000	-	3.333	-	-
CLP44	Challenging CLP Criteria	2.714	3.167	2.667	4.000	2.000	-	2.000	2.000	-	2.250	-	-
CLP45	Evaluation Material Standards	2.450	3.333	1.500	2.000	2.000	-	2.000	1.000	-	2.750	-	-
CLP46	Adequate Materials Assistance	2.727	2.800	2.000	2.500	1.500	-	1.500	1.000	-	2.500	-	-
CLP47	Outside Advancement Opportunities	3.368	3.800	3.667	2.500	2.500	-	2.500	2.000	-	2.750	-	-
CLP48	Teachers Involved in CLP Development	3.364	3.143	4.000	3.500	2.500	-	2.500	1.000	-	2.750	-	-
CLP49	Net Positive Benefits of Top Responsblts	2.687	3.000	3.000	3.000	2.500	-	2.500	1.000	-	3.000	-	-
CLP50	Clear Personnel Criteria	2.211	3.000	2.000	2.000	1.500	-	1.500	2.000	-	2.333	-	-
CLP51	Top Responsibilities Appropriate	3.263	3.333	3.500	4.000	2.000	-	2.000	1.000	-	3.333	-	-
CLP52	Enough Trained Personnel	3.100	2.000	1.333	1.500	2.500	-	2.500	1.000	-	3.000	-	-
CLP53	Teacher Input on Revisions	3.500	3.000	3.000	4.000	2.500	-	2.500	1.000	-	2.750	-	-
	CLP Total Averages	3.068	3.081	2.646	2.920	2.192	-	2.192	1.308	-	2.887	-	-
Organizational Climate Survey:													
CLIM54	Feel I Belong	3.200	3.500	3.000	4.000	3.500	-	3.500	2.000	-	3.600	-	-
CLIM55	Feel Successful in Job	3.200	3.500	3.500	4.000	4.000	-	4.000	1.000	-	3.800	-	-
CLIM56	Feel Rewarded in Job	3.000	2.500	3.000	3.000	4.000	-	4.000	1.000	-	2.800	-	-
CLIM57	Work Has Clear Purpose	3.300	3.500	3.000	4.000	4.000	-	4.000	2.000	-	3.000	-	-

Table 14 (Cont'd. - Page 4)

PHASE III PER-ITEM AVERAGES, PERCEPTION
ASSESSMENT SCALE SURVEY, 1988 AND 1989:
BY NUMBER OF TEACHERS ASSIGNED TO ADMINISTRATORS FOR EVALUATION

Question		1-10		11-20		21-30		31-40		41 or More		DNA Too Soon	
		1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
Organizational Climate Survey (Cont'd)													
CLIM58	Get Progress Feedback	3.000	3.000	2.000	2.000	3.500	-	3.500	1.000	-	2.800	-	-
CLIM59	Cooperative Work Environment	3.300	3.250	3.000	3.000	4.000	-	4.000	4.000	-	3.000	-	-
CLIM60	Good Leadership Models	3.111	3.250	2.000	4.000	2.500	-	2.500	4.000	-	3.000	-	-
CLIM61	Free of Stress Environment	2.500	2.000	2.000	1.000	3.000	-	3.000	4.000	-	1.600	-	-
CLIM62	Job Function Important	3.600	3.000	4.000	4.000	4.000	-	4.000	4.000	-	3.200	-	-
CLIM63	Secure in Job Status	3.200	3.000	3.500	3.000	4.000	-	4.000	3.000	-	3.400	-	-
CLIM64	Goals Clearly Communicated	3.100	2.750	1.500	3.000	1.500	-	1.500	4.000	-	2.800	-	-
CLIM65	Strong Social Network	3.000	2.250	2.000	-	4.000	-	4.000	4.000	-	2.600	-	-
CLIM66	Communication Level Feels Good	2.800	2.500	1.500	2.000	3.500	-	3.500	3.000	-	2.800	-	-
CLIM Total Averages		3.097	2.923	2.567	3.083	3.500	-	3.500	2.846	-	2.955	-	-
Total Averages Across ALL PAS Items		3.050	3.055	2.437	3.096	2.681	-	2.681	1.639	-	2.762	-	-